

**Accountability Report Transmittal Form**

**FY 2002-2003**

|                                    |                                   |
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| Agency Name:                       | South Carolina State Library      |
| Date of Submission:                | September 15, 2003                |
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## Section I – Executive Summary

### **I.1. Mission and Values**

**The South Carolina State Library’s mission is to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs.** The State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina. The **State Library’s values are:**

- ❑ *Quality.* The South Carolina State Library endeavors to provide services of the highest quality.
- ❑ *Knowledge.* The South Carolina State Library believes that a well-trained and knowledgeable staff is its greatest asset.
- ❑ *Freedom of Information.* The South Carolina State Library believes freedom of expression is a fundamental right of a democratic society and supports the Library Bill of Rights and the Freedom to Read Statement.
- ❑ *Access to Information.* The South Carolina State Library believes all citizens regardless of their location or means should have access to library and information services.
- ❑ *Equitable Treatment.* The South Carolina State Library provides services to its customers in a fair and unbiased manner.

### **The State Library’s vision:**

The South Carolina State Library is a major leader in the planning and implementation of effective informational and library services for the people of South Carolina. It is a vital component of the State's information and education infrastructure.

### **I.2. Key Strategic Goals for Present and Future Years**

The South Carolina State Library has established the following key strategic goals to meet the informational needs of the citizens of South Carolina for present and future years:

- ❑ Provide information resources and services to meet the needs of the people of South Carolina
- ❑ Provide statewide programs to support local library services
- ❑ Serve as the advocate for libraries in South Carolina
- ❑ Encourage cooperation among libraries of all types
- ❑ Continuously improve State Library operations and services

**I.3. Opportunities and Barriers That May Affect Success in Fulfilling Mission and Achieving Strategic Goals**

| Opportunities |
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| <ul style="list-style-type: none"><li>❑ Collaboration/partnership with agencies and organizations having similar goals, objectives and customers such as PASCAL, USC-School of Library and Information Science, multi-state planning for Summer Reading programs</li><li>❑ Availability of federal dollars for critical initiatives</li><li>❑ Continual threat of state budget reductions necessitate regular, systematic, comprehensive and critical examination of programs and services</li><li>❑ Inadequate staffing situation provides unique opportunity for development of targeted staff development and training across departmental lines</li><li>❑ Revision of key agency position descriptions</li><li>❑ Possibility of agency restructuring creates new opportunities for program development and redesign</li><li>❑ Development of viable workforce succession plan</li></ul> | <ul style="list-style-type: none"><li>❑ Evaluation of the State Library's collections and their use for improved collection development</li><li>❑ State Library administration of SC Education Lottery Act technology funding for public libraries</li><li>❑ Provision of information resources and services electronically-- through remote access to databases, agency web site, email distribution lists, and links to electronic documents through our catalog</li><li>❑ Utilization of technology to improve administrative functions, such as gathering of public library statistics electronically, online registration for training courses, improvements in automated library system</li><li>❑ Review of legislative mandates for evaluation/re-assessment of programs and services</li><li>❑ Targeted promotion of programs and services</li><li>❑ Continued development of virtual library technologies</li><li>❑ Continuation of successful programs</li></ul> |
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| Barriers |
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| <ul style="list-style-type: none"><li>❑ Small agency with limited resources</li><li>❑ Challenging economic times</li><li>❑ Uncertainty of federal dollars for critical initiatives</li><li>❑ Certain agency operations, once funded with federal dollars, can no longer be funded under revised federal guidelines</li><li>❑ Continual state budget reductions</li><li>❑ Insufficient personnel across departmental lines</li><li>❑ Overburdened and stressed out staff with worries about job security</li><li>❑ Possibility of agency restructuring may jeopardize critical, successful, fully functioning programs and services</li><li>❑ Senior staff participating in the TERI program</li><li>❑ Lack of expansion of successful programs</li></ul> | <ul style="list-style-type: none"><li>❑ Absence of a state funded library materials budget</li><li>❑ State aid funding levels at \$1.01 per capita (a 49% cut since FY 01)</li><li>❑ Funds from the SC Education Lottery Act are not sufficient for public library technology needs</li><li>❑ Reduction in quality of services due to inexperience of staff in handling additional duties</li><li>❑ Lack of public relations/marketing expertise to properly target and market State Library programs and services and to provide leadership in the development of a statewide public library marketing campaign</li><li>❑ Move to electronic publishing by state agencies hinders the State Library's ability to collect and preserve state documents</li></ul> |
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#### **I.4. Major Achievements from Past Year**

Despite massive budget reductions, the State Library continues to serve as a major and essential information resource for all of its key customers. The year began with a budget 5.85% less than the FY 2002 adjusted base. It was further reduced by 5% in December 2002 and by 3.73% in February 2003. For the year, the Library's budget was reduced by a total of 14.58%. Since the State Library was already operating with an inadequate budget, these reductions had a significant and immediate negative impact on staffing and the agency's ability to maintain and expand existing programs and services. The agency has 50 authorized FTEs. At fiscal year end, the Library was operating with only 39 positions filled, 78% of authorized staffing. Prospects for further reductions in FY 2004 will force the agency to continue to leave unfilled positions vacant. To compensate for loss of staff, remaining staff continue to take on more and more additional duties, with professional staff in certain slots performing two jobs but receiving salary for one.

##### **FY 03 major achievements include:**

- ❑ Met state-mandated budget reductions
- ❑ Maintained a commitment to the provision of quality information services to the state's citizens with disabilities in spite of inadequate staffing and budget limitations
  - ❑ *Continued the agency's participation in the design and development of the future digital talking book program by serving as a member of the National Library Service for the Blind and Physically Handicapped (NLS) Digital Long-Term Planning Group*
  - ❑ *With the exception of staffing shortfalls, met the standards of the national program after a 3-day NLS site visit evaluation*
- ❑ Continued to enhance and support DISCUS—South Carolina's Virtual Library. South Carolina residents obtained over 5.4 million items through DISCUS, a 19% increase over the previous FY. Without DISCUS, schools and libraries would have to pay over \$24 million to provide these online information resources to their users. DISCUS achieved an annual cost efficiency of over \$22 million—a noteworthy value in these tight economic times.
- ❑ Improved service to state employees through online "What's New" with links to online information and through access to databases from office or home
- ❑ Provided a variety of external training opportunities (See Category 7, Figure 7.13)
  - ❑ Trustee Institute focusing on concerns/challenges facing local public libraries statewide
- ❑ Provided leadership role in promoting web accessibility for individuals with blindness and other physical disabilities
- ❑ Completed internal reorganization begun in FY 02
- ❑ Improved internal staff development and training
  - ❑ *S.W.O.T (Strengths, Weaknesses, Opportunities and Threats) Analysis focus group sessions*
  - ❑ *Individual technology assessment to target training for improvement of technology skills*
- ❑ Cooperated with other State Libraries to garner Congressional support for reauthorization of Library Services and Technology Act (LSTA)
- ❑ Administered LSTA funds and targeted distribution of \$728,237 to local public libraries for automation upgrades, programs for children and youth, access for rural and other special populations, continuing education, etc.

- ❑ Developed and implemented online statistical data collection program for local public libraries
- ❑ Secured General Assembly support for FY 04 continued funding of public library technology aid with \$1.5 million of the S.C. Education Lottery Act funds
- ❑ Successfully administered distribution of lottery funds in FY 03
- ❑ Conducted customer surveys
  - ❑ Statewide public library survey on the state of library services to children (ages 0-12)
  - ❑ SC public library staffing & retirement survey
  - ❑ Statewide public library directors survey on technology
  - ❑ SC Public Library Friends Group Membership
  - ❑ DISCUS Database Assessment Survey
- ❑ Obtained extension of the Bill and Melinda Gates Training Initiative to benefit public libraries serving citizens in economically depressed counties
- ❑ Collaborated with the:
  - ❑ *Palmetto Book Alliance (PBA) for the development, statewide distribution and promotion of South Carolina's "Literary Map"; received Library of Congress designation of the PBA as state center for the book for 3 additional years*
  - ❑ *Humanities Council of South Carolina for the continuation of the "South Carolina Book Festival" with increased attendance by the general public*
  - ❑ *Three other states (Alabama, Mississippi, and Georgia) for coordination of "2003 Books Ahoy" Summer Reading Program that attracted 78,205 South Carolina participants*
  - ❑ *Increased leadership role in participation on SC Access to Information Technology Coordinating Committee.*
  - ❑ *The South Carolina Arts Commission and the South Carolina Humanities Council to successfully recruit and hire a Literary Arts Programmer for the statewide improvement of literary arts programming in public libraries*
  - ❑ *Assisted PASCAL (Partnership Among South Carolina's Academic Libraries) with recruiting, selecting and hiring an executive director; provided guidance/consultation services to PASCAL for the development of a successful LSTA project grant for exploration of digitization of South Carolina resources*
  - ❑ *First Steps Board—the Agency Director's service as an ex-officio member and encourages participation by public libraries on local First Steps partnership boards to ensure that public libraries benefit from First Steps to School Readiness grants*
- ❑ Created a public relations team to coordinate internal marketing efforts until such time that funds become available to secure marketing expertise

### **I.5. How the accountability report is used to improve organizational performance**

The agency director and deputy director fully participate in the State Library's accountability reporting process. Because of this, the process is a vital component of the internal planning process and is used to:

- ❑ Coordinate and align strategic planning
- ❑ Focus the agency's Management Team (Departmental Directors, agency Director, and Deputy Director) on assessment of successes and failures
- ❑ Stimulate the Management Team to think about opportunities especially in a climate of inadequate staffing and budgets
- ❑ Monitor and document the agency's progress toward its vision and strategic goals
- ❑ Foster collaboration across departmental lines
- ❑ Facilitate input from staff other than top and mid-level managers and from external stakeholders
- ❑ Raise managers' awareness of Malcolm Baldrige performance excellence criteria
- ❑ Identify improvement projects
- ❑ Target the development of new internal committees and work teams
- ❑ Identify budgetary needs
- ❑ Disseminate information, through placement on the agency's web site, to customers and stakeholders, on the state of agency programs, services, and internal operations
- ❑ Ensure consistent timetable for annual review of agency activities
- ❑ Reach consensus on annual business plan and action steps
- ❑ Serve as the basis/reference point for the development and improvement strategies
- ❑ Establish a continuous process to develop and carry out strategic goals and annual business plan action steps and to communicate progress to stakeholders
- ❑ Identify measurement and evaluation methods

## Section II – Business Overview

### II.1 Number of Employees

- ❑ The State Library has authorization for 50 full time equivalents
- ❑ Eleven of these positions are federally funded
- ❑ Of the 39 state funded positions, only 28 of these are filled at fiscal year end
- ❑ The State Library operated the fiscal year with only 78% of its authorized staffing needs

### II.2 Operation Locations

The agency operates from two facilities in Columbia, SC. Administration, Finance and Business Operations, Talking Book Services and its collections and reading room, and Library Development Services are located at 1430 Senate Street. Information Services, Collection Management Services, Network Services, the DISCUS Program, collections, other information resources, and public reading rooms and computer workstations are located at 1500 Senate Street.

The 1430 Senate Street facility has two meeting rooms that are available for use by other library organizations and by South Carolina State government agencies. One theater style meeting room accommodates 65 persons and another accommodates 15. A comfortable open seating area, suitable for meeting breaks and food service, is adjacent to the meeting rooms. The 1500 Senate Street facility has a fully equipped and up-to-date computer training room with 17 workstations. Both locations have additional meeting room space that is used for agency departmental and committee (internal and external) meetings.

### II.3 Accountability Report Appropriations/Expenditures Chart

#### Base Budget Expenditures and Appropriations

|                               | 01-02 Actual Expenditures |                     | 02-03 Actual Expenditures |                     | 03-04 Appropriations Act |                     |
|-------------------------------|---------------------------|---------------------|---------------------------|---------------------|--------------------------|---------------------|
| Major Budget Categories       | Total Funds               | General Funds       | Total Funds               | General Funds       | Total Funds              | General Funds       |
| Personal Service              | \$ 1,678,891              | \$ 1,357,894        | \$ 1,585,099              | \$ 1,228,036        | \$ 1,424,028             | \$ 1,058,881        |
| Other Operating               | \$ 3,598,101              | \$ 2,622,286        | \$ 3,674,430              | \$ 2,691,700        | \$ 2,231,075             | \$ 1,036,729        |
| Special Items                 | \$ 0                      | \$ 0                | \$ 0                      | \$ 0                | \$ 0                     | \$ 0                |
| Permanent Improvements        | \$ 0                      | \$ 0                | \$ 0                      | \$ 0                | \$ 0                     | \$ 0                |
| Case Services                 | \$ 0                      | \$ 0                | \$ 0                      | \$ 0                | \$ 0                     | \$ 0                |
| Distributions to Subdivisions | \$ 6,506,708              | \$ 5,826,289        | \$ 7,192,687              | \$ 4,920,331        | \$ 6,521,879             | \$ 4,361,879        |
| Fringe Benefits               | \$ 457,915                | \$ 365,799          | \$ 447,132                | \$ 341,509          | \$ 419,652               | \$ 310,001          |
| Non-recurring                 | \$ 0                      | \$ 0                | \$ 0                      | \$ 0                | \$ 0                     | \$ 0                |
| <b>Total</b>                  | <b>\$12,241,615</b>       | <b>\$10,172,268</b> | <b>\$12,899,348</b>       | <b>\$ 9,181,576</b> | <b>\$10,596,634</b>      | <b>\$ 6,767,490</b> |

#### Other Expenditures

| Sources of Funds      | 01-02 Actual Expenditures | 02-03 Actual Expenditures |
|-----------------------|---------------------------|---------------------------|
| Supplemental Bills    | \$ 0                      | \$ 0                      |
| Capital Reserve Funds | \$ 0                      | \$ 0                      |
| Bonds                 | \$ 396,212                | \$ 642,179                |

#### Interim Budget Reductions

| Total 01-02 Interim Budget Reduction | Total 02-03 Interim Budget Reduction |
|--------------------------------------|--------------------------------------|
| \$ 585,753                           | \$ 705,964                           |



## II.4 Key Customers Segments Linked to Key Products/Services

- ❑ Members of the General Assembly, SC Governor's Office, other elected officials and state government employees
  - ❑ *Use of State Library collections (books, periodicals, documents, and training videos), including borrowing privileges*
  - ❑ *Reference and research services provided by professional librarians*
  - ❑ *Training in online research techniques and use of databases*
  - ❑ *Access to electronic resources, including DISCUS - South Carolina's Virtual Library, from office or home*
- ❑ Multi-type libraries (public, academic, special, and school)
  - ❑ *State aid and federal grants management*
  - ❑ *DISCUS—South Carolina's Virtual Library*
  - ❑ *Use of State Library collections through interlibrary loan*
  - ❑ *Consultant services for public libraries*
  - ❑ *Coordination of statewide summer reading program*
  - ❑ *Staff training for public libraries*
  - ❑ *Advocacy for libraries*
- ❑ Citizens with disabilities (blindness, learning disabilities, and other conditions that prevent the use of conventional print and electronic resources)
  - ❑ *Library and information services*
  - ❑ *Special format reading materials (audio, Braille, large print, descriptive videos)*
  - ❑ *Specialized playback equipment*
  - ❑ *Direct home delivery of materials by postage-free mail services*
  - ❑ *Individualized readers' advisory service*
  - ❑ *Toll-free telephone access*
  - ❑ *Newsline® newspaper readings*
  - ❑ *Targeted referral services to other disability agencies and services*
- ❑ The general public
  - ❑ *Interlibrary loan and reference and research services with local public library staffs serving as intermediary*
  - ❑ *On-site use of State Library collections (print and electronic), reference services, reading room, and computer workstations with Internet access*
  - ❑ *DISCUS—South Carolina's Virtual Library*

## **II.5    Key Stakeholders (Other than Customers)**

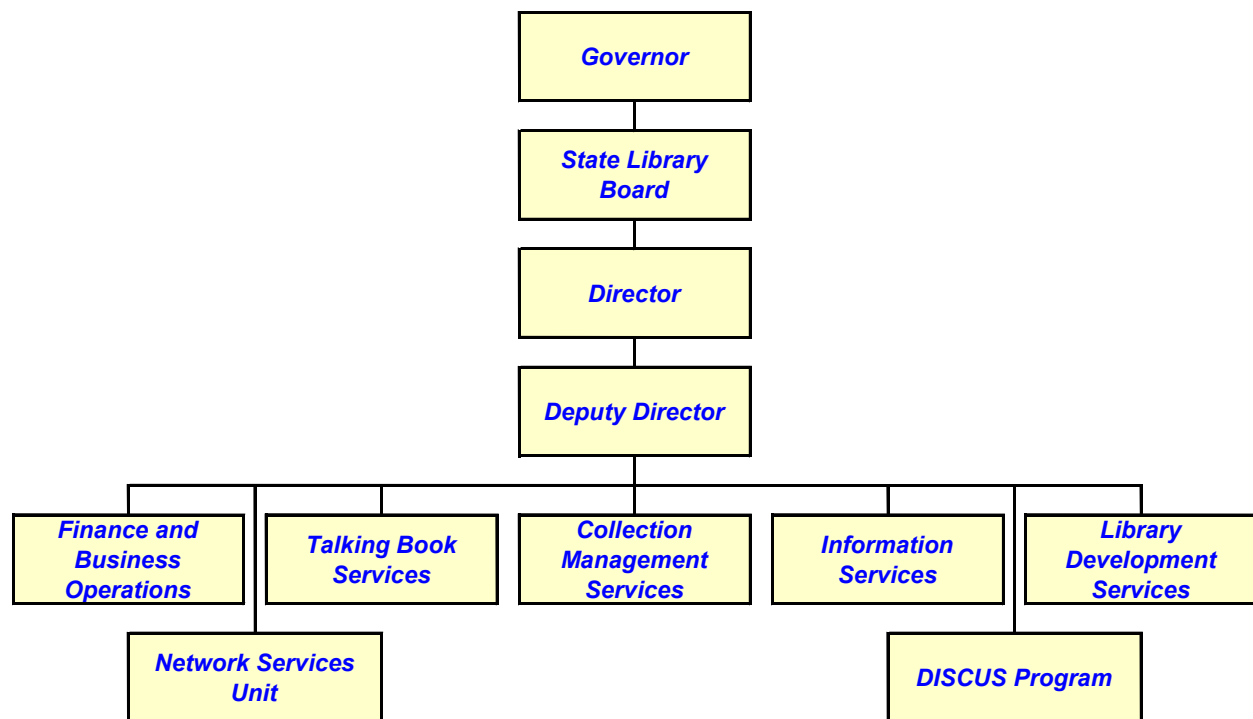
- ❑ Statewide disability consumer groups (e.g., National Federation of the Blind of South Carolina, American Council of the Blind of South Carolina, etc.)
- ❑ Collaborative entities:

|   |  |
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| <i>Palmetto Book Alliance</i>   | <i>South Carolina Access to Technology Committee</i>   |
| <i>First Steps to School Readiness</i>  | <i>Partnership Among SC Academic Libraries</i>   |
| <i>South Carolina Humanities Council</i>                                      | <i>South Carolina Department of Archives &amp; History</i>   |
| <i>South Carolina Arts Commission</i>   | <i>South Carolina State Library Foundation</i>   |
| <i>South Carolina Partnership for Distance Education</i>                      | <i>Friends of South Carolina Libraries</i>   |
| <i>University of South Carolina School of Library and Information Science</i> | <i>Professional Library Associations (SC Library Association, SC Association of School Librarians, Association of Public Library Administrators)</i> |
| <i>K-12 Technology Committee</i>  |  |

## **II.6    Key Suppliers**

- ❑ Vendors
  - ❑ Equipment
  - ❑ Library materials
  - ❑ Online database information
  - ❑ Computer and automation
  - ❑ Staff development and training
- ❑ Institute of Museum and Library Services
- ❑ Library of Congress, National Library Service for the Blind & Physically Handicapped
- ❑ Divisions/departments of the South Carolina Budget and Control Board
  - ❑ Inter-Agency Mail, Supplies & Surplus Property
  - ❑ Facilities Management
  - ❑ Office of Materials Management
  - ❑ State Fleet Management
  - ❑ State Building and Property Services
  - ❑ Office of State Budget
  - ❑ Office of Human Resources
  - ❑ Office of Insurance Reserve fund
  - ❑ Employee Insurance Program
  - ❑ Retirement Division
  - ❑ State chief Information Officer Division

## II.7 Organizational Structure



The South Carolina State Library is an independent state agency governed by a board of seven members appointed by the Governor, with one member from each Congressional District and one from the state at large. Members serve five-year terms and may be reappointed.

Statutory authority for the South Carolina State Library is provided by Title 60, Chapter 1 of the Code of Laws of South Carolina. Originally authorized in 1929 and known as the State Library Board, the public library extension agency was first funded in 1943. It was redesignated the South Carolina State Library with a broad range of responsibilities by Act 464 of 1969. The legislation was recodified, and new functions were authorized by Act 178 of 1985.

The Director, appointed by and accountable to the Board of the South Carolina State Library, is responsible for the operation of the agency.

The Deputy Director oversees daily agency activities and works closely with the Director and the Management Team on all aspects of State Library programs and services. Major functions such as planning and state and federal grants management are concentrated at the administrative level, under the auspices of the Deputy Director, and include:

- Administering and coordinating Library Services and Technology Act (LSTA) and State Aid grant funds that support statewide public library services and programs that foster information sharing and accessibility.

- ❑ Planning, monitoring and evaluating State Library programs, services, public relations ensuring that the agency maintains an effective leadership role in the development of South Carolina libraries
- ❑ Coordinating state and federal reporting activities

The State Library's organizational structure reflects a collaborative team management environment. Five departments coordinate and perform the necessary work that enables the agency to meet the goals and objectives of its Strategic Plan and to carry out its mission. Within this structure, two units function to provide support and services that cross all departmental lines and impact various customer groups. The following describes the library's departments, units, and key functions:

### **Finance and Business Operations**

- ❑ Provides support services in the areas of budgeting, financial management, state aid and federal grants management, human resources management, procurement, public relations, administrative support, and facilities management
- ❑ Provides guidance to public libraries and interprets governmental regulations and procedures to ensure proper expenditure of federal and state aid grant funds awarded for the improvement of local library services

### **Talking Book Services**

- ❑ Provides free library service to citizens of all ages unable to use conventional print materials due to blindness, reading disabilities, visual impairments, or temporary or permanent physical conditions that make holding books or turning pages difficult or impossible
- ❑ Provides reading materials (books and magazines) in special formats (recorded, large print, and Braille)
- ❑ Provides free loan of specialized talking book playback equipment
- ❑ Provides a descriptive video collection with secondary audio programming designed exclusively for people with blindness and low vision
- ❑ Provides an annual summer reading program for children with print disabilities
- ❑ Provides convenient “library at my door” delivery and return of materials through the free-matter U.S. Postal Service mailing system
- ❑ Provides on-site assistive technology computer workstations
- ❑ Provides free statewide access to Newsline® Network for the Blind, a 24-hour-a-day toll-free service that provides audible text from selected national and local newspapers

### **Collection Management Services**

- ❑ Acquires, catalogs, classifies, and makes available all materials used in the library program
- ❑ Maintains the library's collection database, WebLION
- ❑ Provides collection management consultant services to public libraries statewide

### **Information Services**

- ❑ Provides research services to state government agencies, the General Assembly, the Office of the Governor, and to other elected officials
- ❑ Provides statewide reference and interlibrary loan service to supplement local public library collections and services

- ❑ Provides orientation to the State Library and seminars on accessing electronic information to state government agencies
- ❑ Supplements local library resources through the provision of interlibrary loan service
- ❑ Coordinates the South Carolina State Documents Depository system
- ❑ Maintains and enhances the South Carolina State Library web site to provide quick, organized access to information on State Library services, a gateway to essential information on South Carolina State Government and a portal to other electronic resources

### **Library Development Services**

- ❑ Provides consultant services to public libraries and library trustees to further the development and improvement of public library services statewide
- ❑ Facilitates the development of collaborative partnerships with multi-type libraries and related agencies and organizations throughout the state
- ❑ Administers and provides guidance on special public library development projects such as new public library construction
- ❑ Serves as liaison to statewide Friends of South Carolina Libraries and to public library trustee boards
- ❑ Provides consultant services to public libraries needing guidance in securing and properly administering federal and state grants for the improvement of local library services

### **Network Services Unit**

- ❑ Provides an array of technical and communications support and guidance to the agency and to public libraries
- ❑ Coordinates, operates and maintains the South Carolina Library Network—a computer-based communications system, designed and implemented by the State Library, that facilitates statewide sharing of library resources and services
- ❑ Coordinates with the Office of the Chief Information Officer the Universal Service Program (E-Rate) which ensures that all eligible public libraries and schools have affordable telecommunications access

### **DISCUS Program**

- ❑ DISCUS—South Carolina's Virtual Library provides South Carolinians with equitable access to an electronic library of essential information sources

### Section III – Elements of Malcolm Baldrige Award Criteria

#### **Category 1 – Leadership**

**1.1. How do senior leaders set, deploy and communicate: a) short and long term direction, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?**

**1.1a.** The agency's Management Team (Director, Deputy Director, and Departmental Directors) sets, deploys, and communicates direction via a three-year strategic plan and an annual business plan.

Vision:

The South Carolina State Library is a major leader in the planning and implementation of effective informational and library services for the people of South Carolina. It is a vital component of the State's information and education infrastructure.

Strategic Directions:

- ☐ Provide information resources and services to meet the needs of the people of South Carolina
- ☐ Provide statewide programs to support local library services
- ☐ Serve as an advocate for the contribution that libraries make to education in South Carolina
- ☐ Encourage cooperation among libraries of all types
- ☐ Continuously improve State Library operations and services

**1.1b.** The strategic plan is designed to inform stakeholders, provide guidance to the staff, and establish priorities for the agency. Progress is monitored at semi-monthly Management Team meetings. Departmental Directors use both plans when developing performance appraisal documents. The plans are posted on the agency intranet for staff access and print copies are also distributed. The Agency Director and Deputy Director keep staff informed of developments affecting the agency's operations and plans.

**1.1c.** Values:

- ☐ Quality
- ☐ Knowledge
- ☐ Freedom of Information
- ☐ Access to Information
- ☐ Equitable Treatment

**1.1d.** Internal agency reorganization empowered work teams to function in an advisory capacity to it key work team, the Management Team. Work team environments encourage input and foster innovation. Other agency work teams are Accountability, Emergency & Safety, Automation, Resource Sharing, Public Relations, etc. These teams make recommendations that assist agency

leadership with effective long range planning, while also providing critical feedback for evaluation of existing programs and services.

**1.1e.** The agency has a formal training and orientation program for staff. The agency's Staff Development and Training Plan is updated as warranted and copies are provided to staff. The plan is designed to encourage staff to seek continuing education and training opportunities that provide potential for the improvement of job performance. The agency's continuing education coordinator monitors the implementation of the plan. Supervisors also provide ongoing task-specific training to staff.

**1.1f.** The agency's overall operational structure, mission, and values provide the ethical framework operation of all programs and services. The agency has adopted the Ethical Principles for South Carolina State Government Service, as well as the American Library Association's Code of Ethics.

**1.2. How do senior leaders establish and promote a focus on customers?**

The South Carolina State Library has a proud tradition of providing quality information services to its customers. The agency's strategic plan, developed by the Management Team, is customer focused. Departmental Directors emphasize customer service at monthly departmental meetings. The agency periodically conducts formal user satisfaction surveys to determine customer needs. (See Section I, item I.4, p.8)

The agency communicates with its key customers through a variety of methods, e.g., newsletters, meetings, correspondence, direct contact, etc. The agency has appointed a number of consumer and stakeholder advisory committees to gain feedback on programs and services in areas, such as Talking Book Services and the DISCUS program. The agency sponsors information exchanges that provide opportunities for customers to meet for discussion and brainstorming of common management, customer service, program and policy issues. Topics have included information services, public relations and marketing, library technical services, children and youth services and information systems management.

**1.3. What key performance measures are regularly reviewed by your senior leaders?  
(Actual results are to be reported in Category 7)**

The key performance measures that senior managers review on a regular basis are:

- ❑ *Direct Customer Service.* The Talking Book Services program tracks the number of new patrons registered, the number of one on one personal contacts made with patrons concerning their service, and the number of materials circulated to readers (expressed in terms of circulation per registered reader). (See Category 7, Figure 7.1-7.4) Library Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site. (See Category 7, Figure 7.5-7.8)

- ❑ *Public Library Services.* Library Development Services tracks the number of consulting contacts with public libraries, the number of these contacts that involved construction services, and the grants-in-aid program for public libraries. (See Category 7, Figure 7.11-7.12)
- ❑ *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audiences include State Library staff, other state employees, library staff members and school media specialists. (See Category 7, Figure 7.13-7.14)
- ❑ *Children and Youth Services.* Senior managers track the agency's services to children and youth, which cross departmental lines. The State Library provides grants-in-aid to public libraries for children and youth services. K-12 access to DISCUS and participation in summer reading program activities are measured. (See Category 7, Figure 7.9-7.10)

#### **1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?**

The State Library's organizational structure fosters a collaborative environment and, because of its relatively small size, every employee has regular access, both formal and informal, to departmental directors. The agency's Staff Development Committee coordinates quarterly staff meetings that provide a mechanism for staff to communicate concerns or provide suggestions for improvement. Semi-monthly Management Team meetings are used to assess progress toward agency objectives, to discuss employee concerns (regardless of the mechanism by which the concerns were made known), and to develop strategies for improvement. Organizational performance review findings, which mainly result from the evaluative processes such as those that are part of the Baldrige Criteria, are incorporated into action steps developed during each annual business planning cycle.

#### **1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?**

The agency gathers information from a variety of sources to determine customer, stakeholder, and public concerns. The impact is addressed in the development and monitoring of the strategic plan and the annual business plan.

The South Carolina State Library ensures that its facilities are well maintained and accessible to everyone. When problems with the physical plant are noted, they are communicated immediately to the Office of General Services. The agency operates out of two buildings. Both are accessible to people with disabilities, as are the services provided. The agency's web site is regularly reviewed and updated to meet accessibility standards.

Programs are evaluated on a continual basis, and extensive service usage statistics are maintained. Statistical analysis is used to determine trends. Agency advisory committees and information exchanges (organized and developed by the agency's Continuing Education Coordinator), regular



communication with customers and stakeholders, visits to public and other libraries, distribution lists, and other communication devices are used to gather feedback from customers.

Data gathered is analyzed and evaluated to determine the usefulness and effectiveness of the State Library's programs and services. The potential impact is addressed in the development and monitoring of the strategic plan and the annual business plan.

#### **1.6 How does senior leadership set and communicate key organizational priorities for improvement?**

The Management Team uses input from customers and stakeholders in establishing improvement priorities for incorporation in the strategic plan. The plan is developed along with the annual business plan, which includes action items to be accomplished during the year. This plan is the major document used to communicate key organizational priorities for the year. Departmental Directors review it at departmental meetings. Periodically during the year, the Management Team communicates with staff to keep them abreast of progress toward goals and/or obstacles that may prohibit the agency from reaching its goals. To inform internal and external customers about the agency's key priorities, agency plans are posted on the State Library's intranet and web site.

#### **1.7. How does senior leadership and the agency actively support and strengthen the community?**

The agency encourages staff members to join and become active in national, state, and local professional organizations, such as the American Library Association, South Carolina Library Association, South Carolina Association of School Librarians, South Carolina Chapter of the Special Library Association and Governmental Finance Officers Association of South Carolina. Members of the staff serve as officers and on committees of these organizations.

Staff are encouraged to serve on appropriate committees, task forces, etc. with other state agencies. Examples of these are First Steps, Agency Directors Organization, Deputy Directors Organization, Executive Institute Alumni Association, Cultural Visions Council of the Arts Commission, Commission for the Blind Advisory Council, USC, School of Library and Information Science's National Advisory Council, K-12 Technology Committee, Assistive Technology Advisory Committee, the Chief Information Officer's enterprise project, and the State Government Records Advisory Committee. Senior leaders emphasize the importance of maintaining supportive relationships with consumer groups, such as the South Carolina Chapters of the National Federation of the Blind and the American Council for the Blind and staffs of public libraries, academic libraries, and school library-media centers.

Senior leaders make every effort to reorganize internal schedules to allow staff to take appropriate professional leave and communicate the importance all staff to provide back-up assistance/coverage for staff engaged in such activities.

The agency supports community groups, such as the United Way, the Community Health Charities, American Red Cross, Harvest Hope Food Bank, scouting groups, and schools. Staff are appointed as liaisons/coordinators to encourage staff participation throughout the agency.

## **Category 2 – Strategic Planning**

### **2.1. What is your Strategic Planning process, including participants, and how does it account for:**

- ❑ Customer needs and expectations**
- ❑ Financial, societal and other risks**
- ❑ Human resource capabilities and needs**
- ❑ Operational capabilities and needs**
- ❑ Supplies/contractor/partner capabilities and needs**

The agency's Management Team annually develops a three-year strategic plan, which is adopted by the State Library Board. The current plan includes five strategic directions with strategies designed to address these directions. An annual business plan that reflects agency's mission, values, vision, and roles statements is also developed. Progress is monitored at semi-monthly Management Team meetings. Additionally, to gather information to assist with development of the following year's plan and to assess progress, Departmental Directors discuss the plan during their individual monthly departmental staff meetings. The plan is the basis for both long and short term planning. Key measures are tracked throughout the year.

A major consideration in developing agency plans is the rapid pace of technological change, especially in the computer and telecommunications areas. The agency must keep up with these changes to maintain its current level of services and to meet changing customer needs and expectations. State appropriated dollars are simply not there to (1) provide for the enhancement and maintenance of its human resource capabilities and needs and (2) develop new programs and services to meet the ever increasing information needs of our key customers and stakeholders. State budget reductions in FY 2003 and projected budget reductions in FY 2004 further impair our ability to provide even a basic level of support and service to key customers and stakeholders. Additionally, because guidelines for the use of federal funds have changed, the agency will absorb the full impact of the lack of adequate state appropriated dollars. Its administration of federal funds will not compensate for state budget reductions. State Library programs, services, collections, human resources, and long sought after partnerships continue to experience a decline in quality due to inadequate funding.

The agency receives information of the needs and expectations of its key customers (the libraries of the state, state government agencies and patrons with blindness and other physical disabilities) through a variety of methods, e.g. newsletters, meetings, correspondence, direct contact, etc. A formal system for gathering this information is in place. The agency appoints a number of advisory committees to gain feedback on programs and services in certain areas, such as the Talking Book Services and the DISCUS programs. The agency sponsors information exchanges that provide opportunities for customers to meet for discussion and brainstorming of common management, customer service, program and policy issues. Topics have included information services, public relations and marketing, library technical services, children and youth services and information systems management.

Sixty-five percent of the overall State Library general fund appropriation is state aid administered to county/regional libraries. This assists the agency in meeting its primary goal of providing

information access, through local libraries, to the general public. However, the scenario also leaves the State Library with an extremely small budget for operating the agency's programs. The lack of an adequate operating budget continues to be uppermost in the minds of the Management Team when developing the strategic and annual business plans. Performance excellence is difficult to achieve with the continual decline of budgetary resources. The agency has been successful in persuading the General Assembly to include public libraries in lottery funding packages.

The State Library has only 50 authorized FTEs (39 state funded and 11 federally funded) to implement agency programs; however, due to budget reductions, at fiscal year end only 39 or 78% of these positions were filled. Eleven state funded positions remain unfilled. The agency analyzed its programs and internal organizational structure in anticipation of a major reorganization in FY 2003. This reorganization puts the agency in a better position to meet the needs of its various customer groups.

In developing the strategic plan and annual business plan, the Management Team is cognizant of the limited resources at its disposal to effect any significant change. Recent strategic plans have moved the agency forward on a number of fronts. Through creative management and the efforts of a dedicated staff, this progress was accomplished with limited resources. The Management Team will continue to strive toward excellence even under the continued difficult conditions.

The State Library's strategic and annual business plans address suppliers and contractors as appropriate for significant projects such as the proposed FY 04 automation upgrade for the agency's integrated library system. The plans take into consideration the needs of partners, which are usually the same group as our customers. The fiscal situation of our partners is usually very similar to that of the State Library. Partnering with the State Library allows them to accomplish goals and to meet objectives that they cannot realize independently, and the same is true of the State Library. The Management Team has become adept at "cut-back" management over the last several years.

## **2.2 How do you develop and track action plans that address your key strategic objectives?**

The State Library develops an annual business plan that is based upon the three-year strategic plan. The business plan includes action items with a detailed timeline for accomplishment within the specified fiscal year. The annual planning process provides a mechanism for alignment of staff and customer expectations. The Management Team assesses progress at its semi-monthly meetings and redirects resources as needed to ensure accomplishment of the goals and objectives of the plan.

## **2.3. How do you communicate and deploy your strategic objectives, action plans and performance measures?**

The departmental directors communicate the strategic plan and annual business plan to staff. The documents are used to communicate key organizational priorities. They are posted on the agency's intranet and website. The Management Team communicates with staff through departmental meetings and agency-wide meetings to keep them abreast of progress towards goals

and/or potential obstacles that may keep the agency from reaching its goals. Staff are encouraged to provide input about these plans and are praised for efforts that result in progress toward goals. Agency customers are informed of agency plans through web site postings, targeted memos, informal communication and contact with various advisory council representatives. The State Library Board receives reports on agency plans and activities at its bi-monthly meetings.

#### **2.4.1 What are your key strategic objectives?**

The agency's key strategic objectives are:

- ☐ Provide information resources and services to meet the needs of the people of South Carolina
- ☐ Provide statewide programs to support local library services
- ☐ Serve as an advocate for the contribution that libraries make to education in South Carolina
- ☐ Encourage cooperation among libraries of all types
- ☐ Continuously improve State Library operations and services

#### **2.5. If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide an address for that plan on the website.**

The agency's strategic plan is available on the Internet at [www.state.sc.us/scsl/pubs/stplnimd.html](http://www.state.sc.us/scsl/pubs/stplnimd.html)

### **Category 3 – Customer Focus**

#### **3.1. How do you determine who your customers are and what their key requirements are?**

Key customers and stakeholders are identified through careful interpretation of the agency's mission, vision, values, and authorizing legislation. As such, all state government employees, public library administrators and their personnel, South Carolinians with blindness and other physical disabilities, and members of the General Assembly are the agency's key external customers and stakeholders. Additional stakeholders are customer groups with an interest in the success of actions of the agency such as academic and school libraries, statewide disability consumer groups like the National Federation of the Blind of South Carolina and the American Council of the Blind of South Carolina, collaborative entities such as the Palmetto Book Alliance, First Steps to School Readiness, South Carolina Humanities Council, South Carolina Arts Commission, South Carolina Department of Archives and History, and the South Carolina Partnership for Distance Education. The agency's customer chain allows services and programs to reach the ultimate key customer, i.e. any resident of the state.

Customer key requirements are information resources and services. State government employees require a broad range of up-to-date reference, research, and support materials (print and electronic) relevant to the goals and objectives of their agencies. Members of the General Assembly require the same to assist them as they endeavor to meet the demands of their elected positions. Both groups require a superior level of personal interaction and timely response from

the agency's information services staff. To meet these requirements, the South Carolina State Library must be staffed by qualified, competent information professionals with access to high quality continuing education opportunities.

Public library administrators and their staffs require statewide programs and professional consultant services that support local library services. They require a centralized collection that frees them from the purchase of expensive specialized materials. Libraries of all types require access to DISCUS - South Carolina's Virtual Library, an electronic library of essential information and learning resources. Access to a highly skilled research and technical staff capable of providing training and research assistance is also a key requirement. Additionally, local public libraries require responsible management of state and federal grant programs for the improvement of local library services—particularly those that expand and enhance children and youth services.

Citizens with impairments that prevent the use of conventional print materials require accessible collections that support their recreational, professional and educational information needs. They also require personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services.

Additional stakeholders, i.e., customer groups with an interest in the success of actions of the agency have varied and specific key requirements. Some requirements are determined through direct participation in boards and committees. Other key requirements are based on the need of these stakeholders for the support of the State Library in creating and maintaining an interest in reading and in the preservation and dissemination of information in all formats.

### **3.2. How do you keep your listening and learning methods current with changing customer/business needs?**

Customer needs change as new technology is introduced in the library and information field. State Library staff learn about these needs through personal contact with customers, monitoring of customer publications, customer usage statistics, and customer evaluations of programs. Results from surveys and focus groups are evaluated, and staff participate in various customer-related organizations such as the South Carolina Library Association.

### **3.3. How do you use information from customers/stakeholders to improve services or programs?**

Information from customers is used to pinpoint service areas needing improvement, enhancement or elimination. When customer suggestions for improved services fit within the mission, vision, goals, objectives, and budget of the agency, then the improvement process commences. An action plan is developed by the appropriate staff, approved by the agency's leadership team, and implemented. Priorities are determined based upon the agency's annual business plan timeline and goals and objectives of the strategic plan.

### **3.4. How do you measure customer/stakeholder satisfaction?**

Data resulting from needs assessments and regular surveys of the agency's key customers are compiled and statistically reported to departments. Participants in programs are asked to provide written evaluations, which are used to determine satisfaction with the program. Surveys, such as the DISCUS Assessment Survey, are used to evaluate satisfaction with the current DISCUS databases and to refine priorities for future additions. Also, a technology survey solicited feedback to prioritize technology needs, as determined by public library directors, for SC's public libraries. Data such as the availability of technical support for the libraries (through on-site staff, county government information technology departments, or paid consultants) were obtained. The results of surveys of this type are used by the Management Team and the Library Development Services staff to assist public libraries in planning for technology, targeting federal LSTA funds for automation improvements, and for support of the agency's technology assistance grant application to the Bill and Melinda Gates Foundation.

Additionally, professional staff use informal networks and professional affiliations to obtain feedback from key customer groups and stakeholders. Frontline customer service staffs communicate customer comments and suggestions to departmental directors.

Customer complaints are handled on a one-on-one basis. Complaints communicated through frontline customer services staff are relayed to departmental directors. Managers then assess complaints and respond or, if warranted, consult with senior leaders before responding. Every effort is made to reach a satisfactory resolution. Complaints by customer groups are managed through the agency's formal organizational structure and may involve one or more departments. All customer complaints receive immediate and appropriate follow-up.

### **3.5. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.**

Positive relationships are not only built on a one-on-one customer/employee interaction but also through partnerships and statewide marketing programs. These programs include:

For state government employees,

- ❑ An e-mail distribution list that informs state employees about new materials available at the State Library or online from their offices
- ❑ Recognizing, in celebration of Freedom of Information Day, the ten outstanding South Carolina State government publications
- ❑ Collaboration with the Office of the Chief Information Officer on projects such as those of the K-12 Technology Committee, the Assistive Technology Advisory Committee, and the Information Technology Enterprise Architecture Committee (coordinated by the Office of the Chief Information Officer)

For libraries,

- ❑ BEST (Book Evaluation Selection Training) Center, a project of the University of South Carolina, School of Library and Information Science, that supports teaching, learning and research related to children and young adult literature

- ❑ Promotion of DISCUS – South Carolina’s Virtual Library occurs at library, educational, and technology meetings and conferences
- ❑ Promotional materials for Summer Reading programs

For readers with blindness and other physical disabilities,

- ❑ Promotion of the Talking Book Services program to community service organizations, professional caregivers, disability service providers, educators, and citizens with physical disabilities

For additional stakeholders,

- ❑ Co-sponsorship of the South Carolina Book Festival, which is coordinated by the South Carolina Humanities Council

These innovative programs foster positive relationships between the agency and its customers.

#### **Category 4 – Information and Analysis**

##### **4.1. How do you decide which operations, processes and systems to measure?**

The agency uses many performance measures, which correlate with the strategic plan. Libraries across the nation collect data in a number of areas. South Carolina data are reported by the State Library to the National Center for Educational Statistics (NCES) for analysis and publication. The data are published in: State Library Agencies and Public Libraries in the United States. These publications allow the agency to compare its services with other state libraries, and also allow comparisons between South Carolina’s public libraries and those of other states. The State Library in turn publishes an annual report with statistics from the State Library, public libraries, and academic libraries. The agency also publishes the Annual Statistical Summary, which ranks South Carolina’s public libraries. Data collected and reported annually provide an accurate measurement of agency performance. The agency also collects data in areas that are not covered in national reports, such as usage of DISCUS---South Carolina’s Virtual Library, interlibrary loan, continuing education opportunities, consultant visits, use of Talking Book Services, and public library financial data that documents the improvement of the provision of library and information services to local citizens.

As services provided by the agency evolve, so does its data collection. The agency is represented on advisory committees to NCES. As national data collection trends change, the agency incorporates these changes in its collection activities. The agency also uses stakeholder comments to determine what data needs to be collected.

##### **4.2. How do you ensure data quality, reliability, completeness and availability for decision making?**

The agency has processes in place to ensure the reliability of data. Respondents are ensured confidentiality when necessary and results are used to determine the level to which a specific service area is in need of adjustment.

Computer checks ensure that data collected by the agency are accurate. Data received are reviewed, and consultants contact libraries when data fails any of the following established edit checks:

- ❑ *Out-of-range edits - data falls outside the pre-established range (e.g., Average Public Service Hours per Outlet per week is less than 10)*
- ❑ *Rational edits - the value of two or more data elements are not within a predetermined limit*
- ❑ *Arithmetic edits - the detail does not equal the reported total*

Financial data received is reviewed and evaluated by the Director of Finance and Business Operations. She determines accuracy of financial reports through public library audit reviews, programmatic and financial compliance, and detailed checks of all formal financial reports submitted by grants-in-aid recipients.

The State Library publishes its data in a timely manner (usually within nine months after the close of a fiscal year).

#### **4.3. How do you use data/information analysis to provide effective support for decision making?**

Data on library usage is used in decision-making in various areas of the agency. Traditionally, libraries collect data on usage, number of customers, size of materials collection, and number of items added and withdrawn from collections within a specific time period. The State Library collects data on use of its print collection, as well as new electronic resources. DISCUS usage statistics are used to determine which databases have the most value to our customers. Little used databases are dropped, while new databases are added based upon recommendations of users represented by the database selection committee. Interlibrary loan usage statistics and collection usage by state government employees determine selection of library materials. The library selects materials in areas receiving heavy use, and eliminates purchasing or selectively purchases in little used areas. The collections of other area libraries, such as the University of South Carolina, are also a factor in the materials selection process.

Data that correlates to the work of the agency's consulting services department are obtained through statistical survey instruments distributed to public libraries. When applicable, comparison measures from South Carolina Public Library Standards are used. Data compiled are used by public library directors, staff and board members, and the State Library to assess the quality and effectiveness of local library services, to determine areas for improvement, and as a basis for planning for the future. Data, such as in-house library material usage per capita, library sponsored program attendance per capita, local income as percentage of total operating income, public service hours per FTE, juvenile registration, and summer reading program participation, are used by State Library consultants, library directors, and trustees in developing local library programs.

The State Library publishes an annual report that contains numerical data on all agency programs, services, facilities, and staff. It also includes an annual statistical summary of comparative public



library data. The annual report contains comparative statistical data on academic, state institutional, college and university, and public libraries. South Carolina libraries use this data in a variety of ways. As a result of the agency's consulting services and data collection, public library staffs, trustees, state and local government, and other organizations receive advice and assistance—from knowledgeable professionals—that allows informed decision making on a variety of issues such as budget and personnel management, children and youth services and library construction. Comparison data collected on South Carolina public libraries show a continual improvement of the state's public library systems. Public libraries use State Library provided data to justify budget and program requests presented to library boards and funding bodies.

#### **4.4. How do you select and use comparative data and information?**

The State Library uses state comparative data as well as published national data--all are based on national standards and indicators. The agency collects this data, as well as data unique to its mission and uses it to determine trends, to project future needs, to make decisions about the allocation of scarce resources, to revise its strategic plan, and to assist public libraries with the development of local programs of service.

Data on customer needs, obtained through informal and formal channels such as meetings, surveys, focus groups, etc., receive primary consideration in the decision-making processes of the agency. Comparative data and information is used to assist with decisions related to the purchasing of resources (print and electronic), the development of continuing education programs, and the provision of consulting services.

Traditionally, libraries collect data on usage, number of customers, size of materials collection, and number of items added and withdrawn from collections within a specific time period. The State Library collects data on use of its print collection, as well as new electronic resources. Data are collected on continuing education attendance at State Library sponsored/developed offerings, and evaluation surveys are administered to all participants. Evaluative responses are compiled and comparison data are used by the agency's Continuing Education Coordinator to develop a calendar of training events for the subsequent year. Workshop participation data are used as a measurement to determine if funds expended for training are being used efficiently.

### **Category 5 – Human Resources**

#### **5.1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?**

Because the Management Team considers training activities an essential component in fulfilling the agency's mission, goals and objectives, the South Carolina State Library supports the continuing education of library staff and provides staff development and training opportunities. Managers and supervisors:

- ❑ Encourage employee participation in activities (such as S.W.O.T. Analysis) designed to elicit feedback on employee satisfaction, the agency's strengths, weaknesses, opportunities and barriers
- ❑ Encourage employee at all levels to identify training needs
- ❑ Allow use of professional leave for participation in training sessions
- ❑ Provide for flexible scheduling to ensure adequate coverage of public services areas when key staff are participating in training
- ❑ Collaborate with the Staff Development Committee to address employee needs and concerns
- ❑ Strive to foster a supportive work environment

**5.2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?**

Staff development and training is a continual process that orients, trains, and develops each individual throughout his/her association with the Library. It includes a broad range of activities addressing the training and developmental needs of library staff that are related to job performance. The agency's Continuing Education Coordinator leads coordination of training and advises the Management Team on staff training needs. Planning for sessions that improve interpersonal skills, provide employee enrichment and focus on timely topics of a general interest is the responsibility of the Staff Development Committee. Ultimately, however, it is the responsibility of each individual and that individual's supervisor to assess his/her needs and to communicate and identify other opportunities for professional growth.

Responsibility for the implementation and success of the staff development and training program is shared by the Management Team, the Continuing Education Coordinator, the Staff Development Committee, library departments, supervisors, and individual staff members. Departmental needs assessments provide the Staff Development Committee with information needed to promote staff development throughout the agency. Training effectiveness is assessed through the use of a staff development evaluation report form and through one-on-one follow up with an employee's immediate supervisor.

**5.3. How does your employee performance management system, including feedback to and from employees, support high performance?**

The State Library's Employee Performance Management System is linked directly to its compensation plan. The agency's ability to make financial rewards has been severely limited due to current budgetary constraints. To the degree possible within existing fiscal resources, the State Library rewards employees who consistently contribute to the successful accomplishment of the State Library mission. The State Library has awarded salary increases to employees assigned additional duties and/or responsibilities that increase the overall scope of a position or the complexity of a job.

**5.4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?**

The State Library utilizes various methods such as agency-wide surveys and informal communication with supervisors to determine employee well being, satisfaction and motivation. The State Library's managers and supervisors maintain an informal open door policy at all times and encourage employee-supervisor communication. Nevertheless, the agency recognizes that not all employees feel comfortable going directly to managerial level staff with certain issues. As such, the formal structure of the Staff Development Committee exists to allow staff a comfortable venue for communicating concerns. These methods often lead to joint planning meetings between the Management Team and various agency work teams/committees to address employee concerns. The Staff Development Committee makes recommendations to the Management Team on activities for employee well being and implement formal/informal assessment methods as appropriate, e.g., S.W.O.T. analysis sessions.

**5.5. How do you maintain a safe and healthy work environment?**

The State Library complies with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation. All supervisors must strictly adhere to the procedures. The Safety Support Unit of the Office of General Services periodically performs unannounced inspections of the buildings at 1430 Senate and 1500 Senate. When deficiencies are noted, immediate action is taken to correct problems.

The agency has appointed an Emergency Evacuation Team and is in the process of reconstituting its Safety Committee. To ensure procedural consistency, staff with emergency evacuation key responsibilities will be appointed to serve on the Safety Committee. In FY 04, the Emergency Evacuation Team coordinators will receive training as specified in the State of South Carolina Emergency Action Plan. They, in turn, will provide individual training to other members of the team. The Safety Committee will be charged with reviewing agency safety procedures, developing a plan for elimination of deficiencies identified, and following up through formal meetings with the Management Team for development of an action strategy.

New employee orientation procedures include safety awareness. Every effort is made to ensure that preventive measures are taken to avoid workplace injuries and the ill effects of an inadequate working environment. The agency continues to strictly enforce its smoke-free workplace policy. When special situations regarding health problems of an individual employee are brought to the attention of management, immediate corrective action specific to that employee's situation is taken. The health and safety of employees, as well as that of library visitors, is a top priority for State Library management.

Formal quarterly staff meetings are used to update staff on safety issues, while other established communication methods (email, the intranet, and the like) are used during interim periods.

**5.6. What is the extent of your involvement in the community?**

The State Library annually participates in the United Way of the Midlands and the Community Health Charities appeals. A staff member is assigned to serve as the agency coordinator for

these efforts. The coordinator ensures that staff receive appropriate information and forms. Participation is strictly voluntary. An agency-wide project, coordinated by the Staff Development Committee, is undertaken during the holiday season on behalf of Harvest Hope Food Bank. A list of needed food items is obtained from Harvest Hope and donation baskets are placed throughout the agency a limited time period. Monetary donations are also collected, and staff are given time away from their jobs to deliver the collected items to Harvest Hope. Other charitable projects have included specific fund raising efforts (encouragement of staff to make on going payroll deductions) on behalf of Habitat for Humanity, United Way, Community Health Charities, and the American Red Cross.

## **Category 6 - Process Management**

**6.1. What are your key design and delivery processes (including such activities as needs assessments and efforts at continuous improvement) for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?**

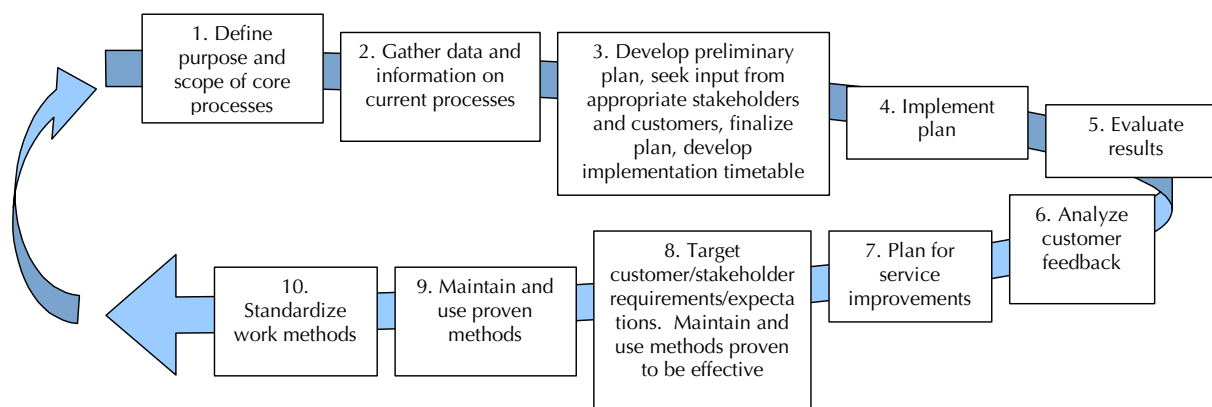
### **Key Design and Delivery Processes**

| <b>Core Processes</b>           | <b>Sub-Processes</b>  | <b>Stakeholders</b>  |
|---------------------------------|---|--|
| Research and Reference Services | <ul style="list-style-type: none"> <li>• Reference interview process</li> <li>• Readers Advisory</li> <li>• Playback equipment support</li> <li>• Collaborative liaisons for service enhancements</li> <li>• Interlibrary loan</li> <li>• Special format materials lending</li> <li>• Question answering</li> <li>• Electronic information access training</li> <li>• Web site enhancements</li> <li>• Voice messaging</li> <li>• State-wide toll free access</li> <li>• Onsite personal service</li> <li>• Referral to other state agencies/organizations</li> </ul> | <ul style="list-style-type: none"> <li>• State government employees</li> <li>• General Assembly members &amp; staff</li> <li>• Other elected officials</li> <li>• Libraries</li> <li>• Blind citizens and those with other qualifying physical disabilities</li> </ul> |
| Consultant Services             | <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Human Resources</li> <li>• Budget</li> <li>• Grant Services</li> <li>• Data collection &amp; synthesis</li> <li>• Technology</li> <li>• Special populations</li> </ul>   | <ul style="list-style-type: none"> <li>• Public Library staffs</li> <li>• Public Library boards</li> <li>• County officials</li> <li>• South Carolinians</li> </ul>  |

| Core Processes                 | Sub-Processes  | Stakeholders  |
|--------------------------------|--|---|
| Administrative Services        | <ul style="list-style-type: none"> <li>• Budget</li> <li>• Financial Management</li> <li>• Human Resources</li> <li>• Procurement</li> <li>• Data collection</li> <li>• Facilities management</li> <li>• Technology</li> </ul> | <ul style="list-style-type: none"> <li>• Elected officials</li> <li>• State agencies</li> <li>• Federal agencies</li> <li>• Vendors</li> <li>• Public Library staffs</li> <li>• SC State Library staff</li> </ul> |
| Collection Management Services | <ul style="list-style-type: none"> <li>• Acquire library materials</li> <li>• Catalog library materials</li> <li>• Maintain library materials</li> </ul>   | <ul style="list-style-type: none"> <li>• State agencies</li> <li>• State government employees</li> <li>• General Assembly members &amp; staff</li> <li>• Other elected officials</li> <li>• Libraries</li> </ul>  |
| Continuing Education Services  | <ul style="list-style-type: none"> <li>• Education and training</li> <li>• Certification of public librarians</li> <li>• Data collection</li> </ul>  | <ul style="list-style-type: none"> <li>• SC State Library staff</li> <li>• Public, academic, school &amp; institutional library staffs</li> <li>• Public Library boards</li> </ul>                                |
| Advocacy and Marketing         | <ul style="list-style-type: none"> <li>• Public relations</li> <li>• Statewide marketing</li> <li>• Education</li> <li>• Partnerships</li> </ul>   | <ul style="list-style-type: none"> <li>• Libraries</li> <li>• Governments</li> <li>• Elected officials</li> </ul>   |

## 6.2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

To ensure that key performance requirements are addressed in daily operations, the agency's Management Team links all products and services to goals and objectives outlined in its strategic plan. The following model is used:



**6.3. What are your key support processes, and how do you improve and update these processes to achieve better performance?**

New technologies are continually introduced for improvement of key support processes. These include, but are not limited to the hardware and software upgrades. These improvements enhance access to important information on state and federal government funding changes that directly affect local libraries' program and service improvements. A new mechanism such as online PDF forms, facilitate data submissions by public library staffs and improve the efficiency of internal administrative procedures. A continual review, during semi-monthly Management Team meetings, of the agency's progress in meeting the goals and objectives of its annual business plan and agency strategies ensures that key support processes are addressed in daily operations. This review process also provides a mechanism for evaluating and developing implementation strategies for subsequent planning cycles.

**6.4. How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?**

Many library vendors support automated ordering systems for economical purchasing and efficient lending of library materials. The Network staff, along with Collection Management Services staff, monitor such systems for compatibility with the agency's current automation system. A planned system upgrade for FY 04 may make automated ordering a reality for the agency. Statistics are reported regularly to verify acceptable turnaround times for materials requested. The Collection Management Services departmental director informally monitors turnaround times of key library collection vendors. Contacts are maintained regularly with established library materials suppliers.

Staff maintain partnerships with other library/reading associations to collaborate on promoting and marketing of services and resources to citizens on an ongoing basis. Partnerships are also maintained with disability consumer groups and other state agencies whose key customers are or include members of the disability community.

**Category 7 - Results**

**7.1. What are your performance levels and trends for the key measures of customer satisfaction? Remember that a customer is defined as the recipient or beneficiary of the outputs of work efforts or the purchaser of products and services.**

- ❑ *Direct Customer Service.* The Talking Book Services program tracks the number of new customers registered, the number of one on one personal contacts made with customers and the number of materials provided. (See Figure 7.1-7.4) Information Services tracks customer transactions (items circulated, reference questions researched, articles retrieved from databases, customer use of DISCUS databases) and hits to the State Library's web site. (See Figure 7.5-7.8)
- ❑ *Public Library Services.* Library Development tracks the number of consulting contacts with public libraries and the grants-in-aid program for public libraries. (See Figure 7.11-7.12)

- ❑ *Statewide Staff Development and Training.* Senior managers track the number of training opportunities provided by the State Library and the number of participants attending these sessions. Intended audiences include State Library staff, other state employees, and public, academics and school library staffs. (See Figure 7.13-7.14)
- ❑ *Children and Youth Services.* Senior managers track the agency's services to children and youth, which cross departmental lines. The State Library provides grants-in-aid to public libraries for children and youth services. K-12 access to DISCUS and participation in summer reading program activities are measured. (See Figure 7.9-7.10)

## **7.2 What are your performance levels and trends for the key measures of mission accomplishment?**

State Library's Mission: *To improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs.*

The State Library's performance and trends for key measures that allow fulfillment of the agency's mission are:

- ❑ ***Provision of services to citizens with disabilities (particularly those with blindness and other visual disorders).*** Citizens with physical disabilities require accessible collections that support recreational, professional and educational information needs, personalized one-on-one service, adaptive support equipment for use of special format materials, a professional staff trained and attuned to the sensitivities of citizens with disabilities, statewide toll-free access to that staff, and appropriate referrals to agencies and organizations providing other types of disability services.

Business results: The first step in meeting the information needs of blind South Carolinians and those with physical disabilities is to register customers eligible for services. The State Library actively promotes its Talking Book Services program through participation in a variety of statewide exhibit events targeted at those who have disabilities and the professionals who work in the disability field. Promotional and public education efforts continue to result in an increase, 4% for FY 2003, in the number of persons registered for talking books. Once registered, staff provided a variety of information services—most of which require some type of contact with readers. Although the contact may occur in the form of email, regular mail, by phone or in person, most often the contact is by phone. Average monthly contacts in FY 03 increased slightly, just 1%. As the number of agency staff available to serve customers decreased, the ability of remaining staff to manage even a slight increase is significant. The average talking book circulation per registered reader for FY03 is unchanged from the previous FY. Talking book materials provided increased by 5%. (See Figures 7.1 – 7.4)

- ❑ ***Provision of services to state government employees and other citizens.*** Citizens across the state need easy access to information. To make the most efficient use of state's information resources, state government employees use library services to answer research, policy, and

data requests affecting delivery of governmental services and resources to South Carolinians. South Carolina libraries use information services, collection and research materials of the State Library to fulfill customer/citizen requests. Partners include state government, libraries, and South Carolinians, all functioning to connect citizens to the personnel, collections, and services of the South Carolina State Library.

The State Library recognizes that the Internet provides citizens and libraries with another access point to information. This includes not only information about the agency but about other governmental entities. The State Library staff continually evaluates and selectively disseminates quality information available via the Internet.

Business Results: User requests/customer interactions increased by 18% from FY 2002 to FY 2003 demonstrating that services and materials are vital to State Library customers. 1,873,533 agency web-site hits demonstrate the usage of the Internet as a major information source when a well organized and easily navigated governmental web site is offered to the public. (See Figures 7.5 - 7.6)

- ❑ ***Provision of DISCUS access.*** DISCUS – South Carolina’s Virtual Library provides equal access to information and learning resources to all citizens. Subscription electronic resources of high quality are made available through all school, college and public libraries. They are also available 24 hours a day, 7 days a week from every resident's home or office Internet PC. This content is particularly supportive of the needs of teachers and learners in K-12 schools and higher education. During FY 2003, the State Library enhanced DISCUS access for K-12 users and greatly improved its related training, support and promotional materials and services.

Business Results: Usage increased 19% from FY 02, with more than 5.4 million articles and other items obtained from DISCUS resources. Individuals served by schools and libraries with meager budgets had access to the same high quality resources as those who are served by more prosperous institutions. South Carolina realized another year of "cost avoidance" in excess of \$22 million. Central purchase of these resources on a statewide subscription enables a huge discount over the price that each individual institution would pay on its own for the same resources. More importantly, few institutions could afford these resources. The State Library's training, promotion, technical and other consultative support produces additional economy of scale. The total number of items obtained through DISCUS for FY 03 is 5,468,333, which is a 19% increase. (See Figures 7.7 – 7.8)

- ❑ ***Provision of children and youth services.*** One of the agency’s major contributions to the provision of children’s services is its coordination, through its consultant services division, of a statewide summer reading program. Participation in the program’s activities is measured. The agency’s management of state and federal grant programs offers aid to local libraries for the expansion and enhancement of all children’s services. Several public libraries benefited from First Steps to School Readiness grants. The State Library Director serves as an ex-officio member of the state’s First Steps Board, and public libraries are represented on local First Steps partnership boards.



Business Results: Across the state, thousands of children participated in the summer reading program, attesting to the success of the program in encouraging children to maintain and enhance their reading skills. Although actual data are not available, it is estimated that 1,141 more children participated in FY 2003 than in FY 2002. Approximately 78,205 children (ages 3 to 11) participated based upon a percentage estimation. The State Library's sponsorship and coordination of the statewide summer reading program has supported and enhanced the state's literacy initiative. (See Figure 7.9)

K-12 DISCUS school use resulted in approximately 1.9 million full text retrievals of articles, which is a 44% increase from FY 02. Children in the K-12 range also access DISCUS through public libraries and through home computers. (See Figure 7.10)

- ❑ ***Provision of consultation services.*** Public library directors and trustees utilize State Library consultation services daily. These services involve providing advice and guidance on human resources, marketing, children and youth services, adult services, extension services, building programs, budget, volunteer services, library automation and training of new board/trustee members. To support the use of DISCUS—South Carolina's Virtual Library—consultation services are provided daily to staffs of school and college libraries—including technical staffs. State Library expertise in these areas allow local libraries to receive professional assistance without having to expend precious local funds for outside private consultants. Centralized consultant services provide South Carolina library staffs and boards with unlimited access to a staff of highly skilled professionals.

Under the consultation umbrella is the agency's management of state and federal grant programs to improve local library services. Fully 65% of the overall State Library's general fund budget is pass through State Aid to public libraries.

Business Results: In the past agency consultation efforts and contacts increased yearly, substantiating the need for the continued provision and funding of consultation services. In FY 2003, reduced funding and reduced staff directly affected the number of consultation services that could be provided. Consultation interactions (i.e., site visits, telecommunications, correspondence, etc.) decreased to 5,588, a 27% decrease. Continued lack of adequate funding for consultation services staffing is expected to impact the quality and rate of improvement in the delivery of local library services to citizens. (See Figure 7.11)

The State Library passed through to public libraries, statewide, \$7,790,747 in state, federal and other funds. The provision in the South Carolina Education Lottery Act that provided \$1.5 million in funding to libraries for technology improvements, is the key reason a 13% overall increase in total funding was realized for public libraries. Without such, the reality is that state funding to local public libraries statewide decreased by 15.5%. Although all local public libraries are negatively impacted by the loss of state funds, small and medium sized public libraries—particularly those in less economically developed counties—are particularly impacted. For these libraries use of state aid funds for improvement of local library services may gradually give way to use of state-aid to maintain current service levels. (See Figure 7.12)

- ❑ ***Provision of training services.*** The State Library provides a Continuing Education (CE) program for libraries across the state, state government workers, and internal staff. Customers, through focus groups and surveys, request additional training to improve research and technology skills. Data are collected on attendance (libraries, agency staff, and state government employees represented) at these offerings and evaluation surveys are administered to all participants. The agency's CE Coordinator develops new offerings using comparison data compiled from CE surveys/focus groups. The 2002 Gates Training Initiative began with a \$100,290 grant from the Bill and Melinda Gates Foundation and was extended through December 2003 to expend remaining funds. The training program, designed by South Carolina State Library staff, includes courses in Microsoft Office products, Internet Security and Web Design, PC Maintenance, and Networking. The classes were conducted by trainers from Microbyte Computer Center, Itech Solutions, New Horizons, SOLINET (The Southeastern Library Information Network), and members of the South Carolina State Library staff. The classes were held regionally across the state in Columbia, Charleston, Greenville, Goose Creek, and Spartanburg. Ninety-four percent of the 796 participants evaluated the classes as very good to excellent. NOTE: since the Gates Grant runs through calendar year, these figures represent totals as of December 2003.

A special emphasis is placed on DISCUS training. Existing training classes were revamped in response to attendee feedback, several new classes were added, and a "train the trainer" focus was added.

Business Results: The State Library was able, with the extension of the Gates Foundation Training grant, to continue to provide useful training opportunities to library staffs. 163 training events were made available in FY 2003. In FY 2003, the number of training events decreased by 6% and the number of participants decreased by 15%. This decline was a direct result of the Gates training grant nearing final stages of completion. Even with the reduction in numbers, this training enhanced the skills of 2,310 employees of public libraries and state government agencies using library services.

DISCUS training results for FY 03 are also significant. 609 participants (staffs of college and school libraries) attended 39 sessions. Of this total, nearly half, 299, were from the K-12 audience.

Evaluation and assessments for each classroom experience provide the agency with data on classes needed and the effectiveness of classes already offered. Library staffs and state employees use skills obtained at these training events to improve their organizational efficiency.

### **7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?**

Training effectiveness is assessed through the use of a staff development evaluation report form and through one-on-one follow up with an employee's immediate supervisor. The Continuing Education Coordinator tracks the number of training sessions in which staff participate. The State Library utilizes agency-wide surveys to determine effectiveness of training opportunities and the level of staff involvement. The State Library's Employee Performance Management System

allows departmental directors to track improvement in performance. For FY 03, staff were involved in 48 training events (internal and external) as opposed to 69 in FY 02. This decrease is largely due to budget reductions that drastically limited the agency's out-of-state travel for continuing education participation.

**7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?**

Financial, market, supplier and partner results are not routinely tracked, and designs are not developed for statistical measurement within the State Library's operational and management system. As such, performance measurements for this area are not available.

**7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? Note: For a governmental agency, this question would apply to compliance with laws and regulations other than the agency's central legal mandate. Results of the agency's legal mandate or mission should be addressed in question 7.2.**

(See Section II.7 – Organizational Structure) The South Carolina State Library complies with all laws and regulations that govern the agency's central legal mandate. Additionally, it adheres to all federal guidelines and regulations that govern its Talking Book Services program. The agency receives consistent Library of Congress, National Library Service for the Blind and Physically Handicapped, site/evaluation visit compliance approval. The State Library also administers all Library Services and Technology Act Funds in accordance with established federal regulations and continues to serve as the Institute of Museum and Library Services administering agency for the State of South Carolina. There is also compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation.

**7.6 What are your current levels and trends of financial performance?**

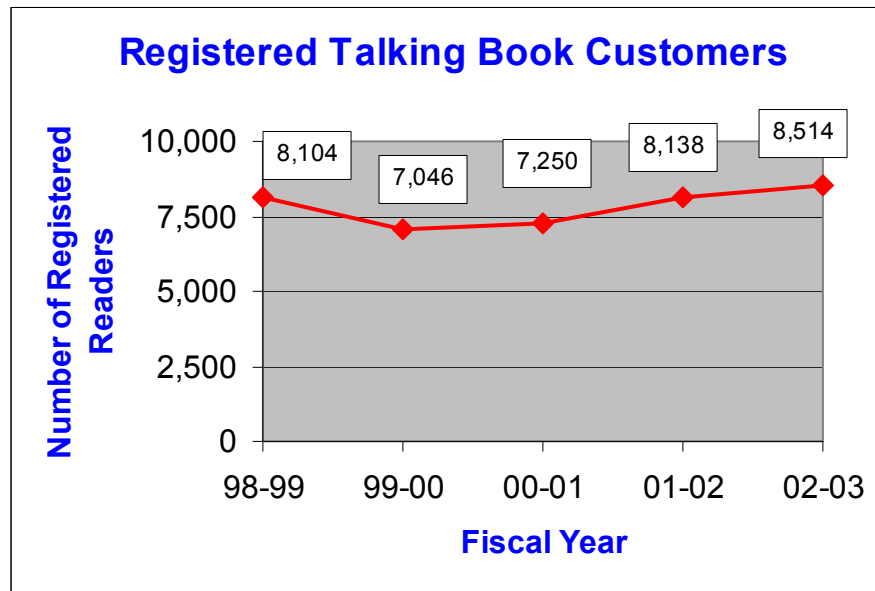
Even after experiencing FY 03 drastic general fund interim budget reductions totaling more than \$700,000, the State Library's overall financial performance, particularly as it relates to the administration of appropriated dollars for the benefit of local public libraries statewide, remained sound. Total agency expenditures reached in excess of \$13.5 million. This is a 7% increase from FY 2002. This increase is largely attributed to the passage of the Education Lottery Act, for which the State Library received \$1.5 million for administration and distribution to public libraries. In total, public libraries directly received \$7.8 million dollars—58% of agency expenditures—through state aid, federal grants, capital improvement bonds and the education lottery. Public libraries along with K-12 school media centers and academic libraries received direct benefit from DISCUS-South Carolina's Virtual Library, a \$2 million program comprising 14% of agency expenditures. (See Figure 7.15)

**Graphic presentation for “Category 7 – Business Results” follows.**

## Category 7 – Results – Graphic Presentation

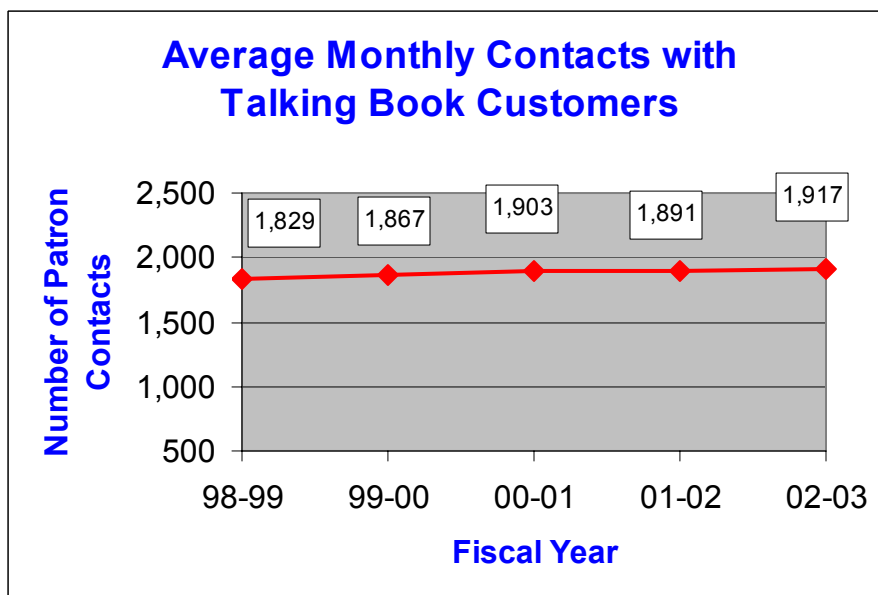
**Key Results:** The first step in meeting the information needs of blind South Carolinians and those with disabilities is to register customers eligible for services. The number of registered South Carolinians with disabilities using the Talking Book Services program increased by 5% from FY 2002 to FY 2003.

Figure 7.1



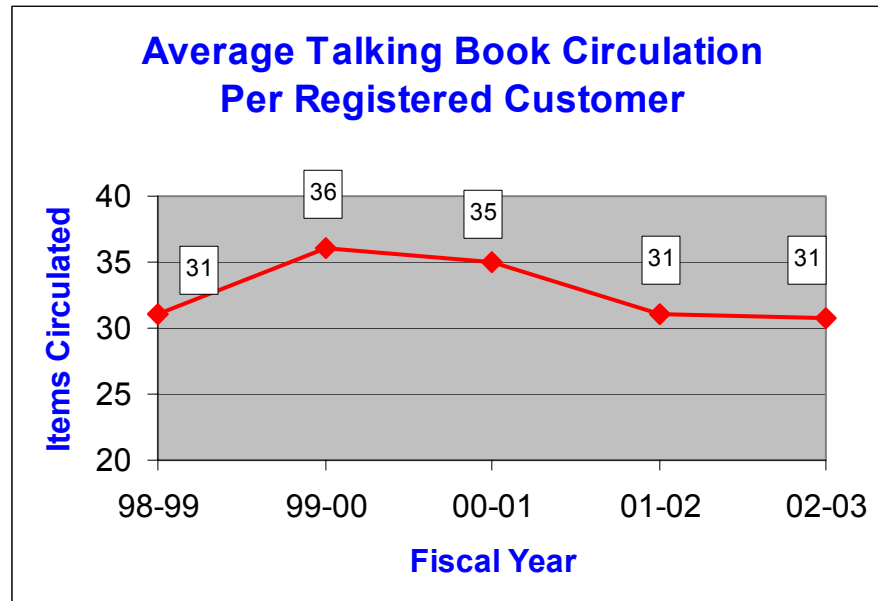
**Key Results:** Staff provide a variety of information services that require of contact (email, regular mail, by phone or in person) with customers. Average monthly contacts increased in FY 03 experienced a slight increase of 1%.

Figure 7.2



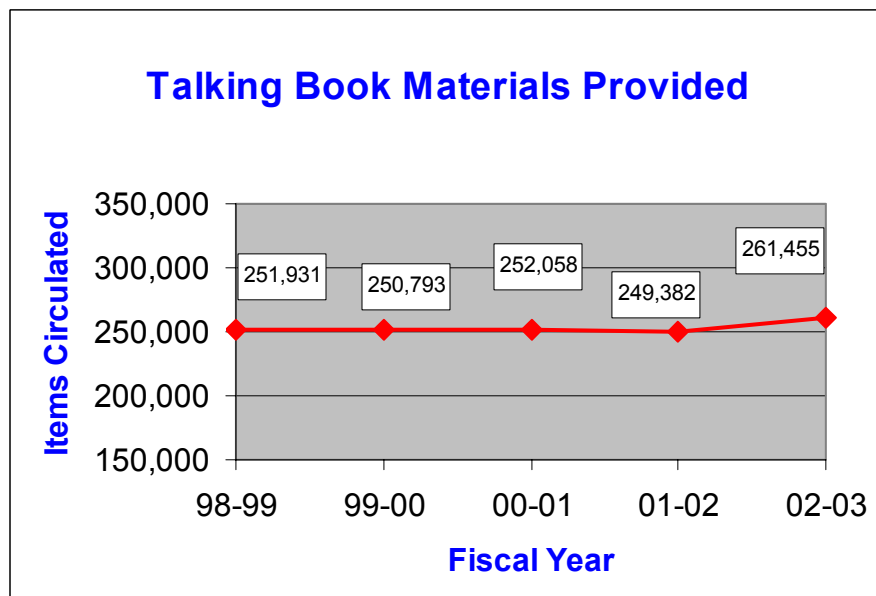
**Key Results:** The average talking book circulation per registered customer for FY 03 is unchanged from FY 02.

Figure 7.3



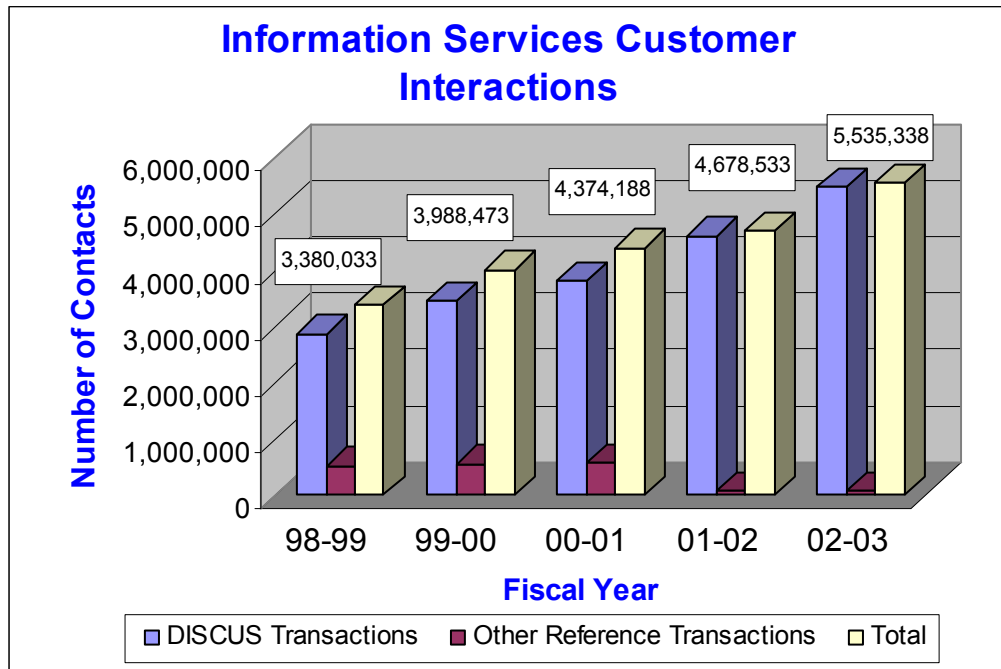
**Key Results:** Talking book materials provided increased by 5%.

Figure 7.4



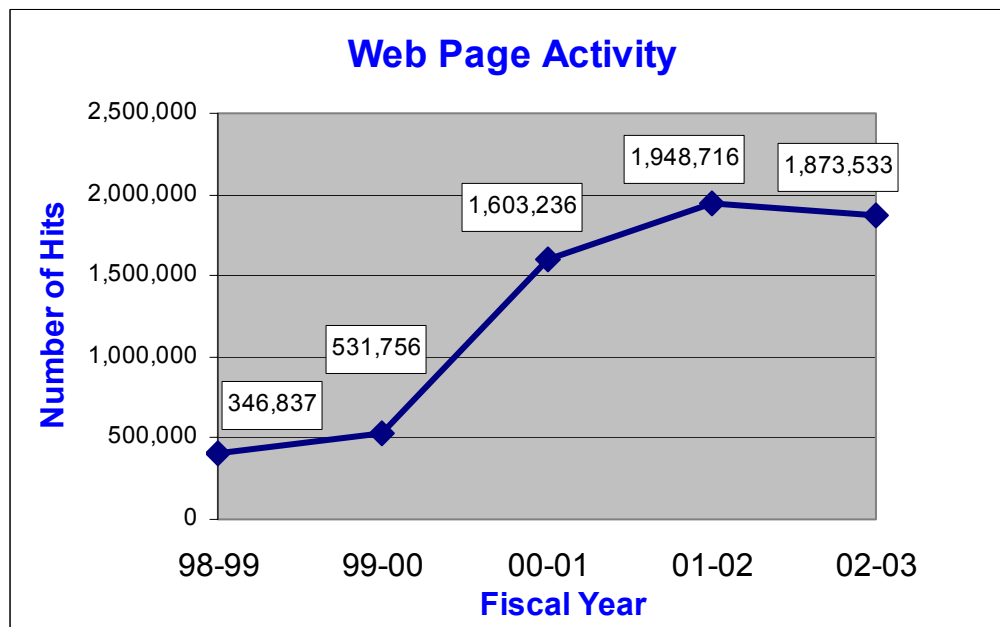
**Key Results:** In FY 2003, an 18% increase in customer interactions (i.e. items circulated, reference questions researched, articles retrieved from databases) occurred meeting the needs of state government employees and other South Carolinians.

Figure 7.5



**Key Results:** The agency's web site is a major information source. FY 03 improvements to the site made navigation by the public easier and accounts for the 4% decrease in web-site hits. A well organized governmental web site allows users to pinpoint information needed with less hits.

Figure 7.6



**Key Results:** A 19% increase was realized in the number of full text articles retrieved by South Carolina citizens through their offices, home, public libraries, academic institutions and K-12 school library media centers.

Figure 7.7

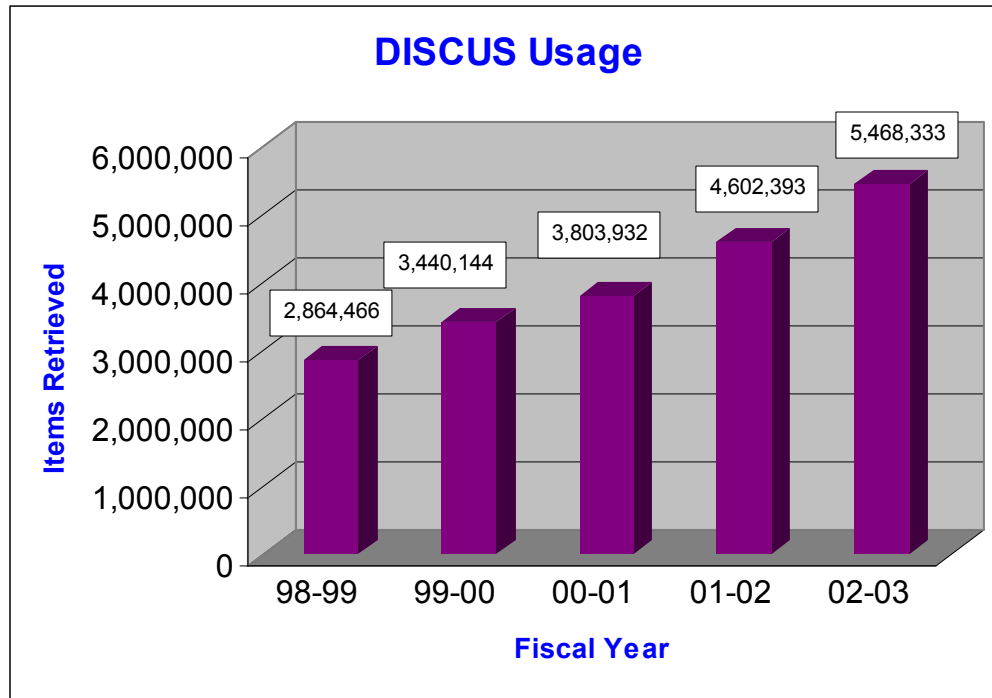
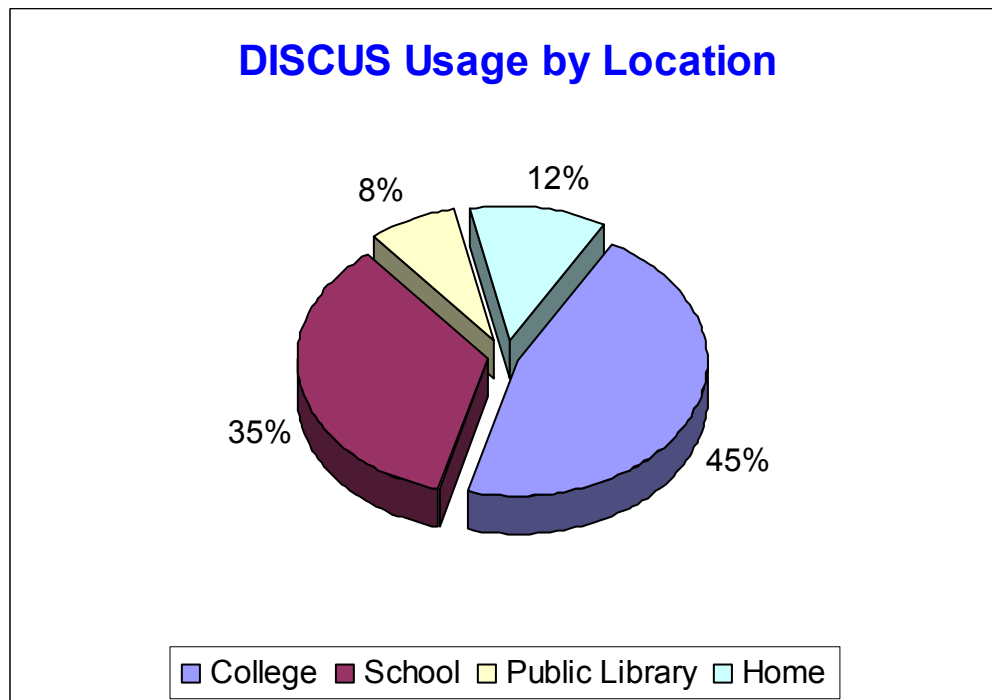
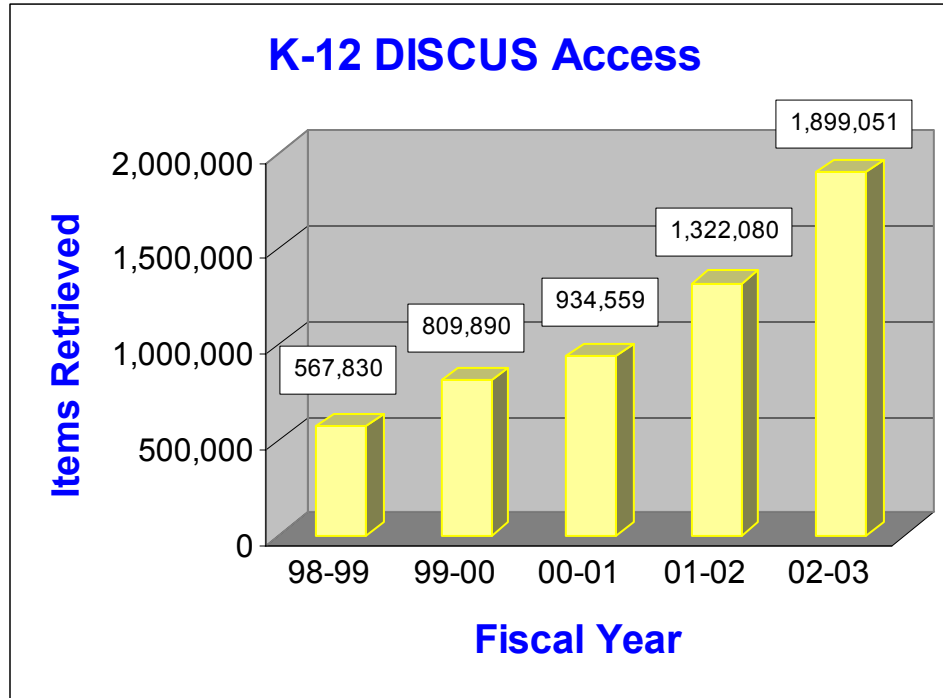


Figure 7.8



**Key Results:** Through DISCUS – South Carolina’s Virtual Library, administered by the State Library, K-12 school children retrieved approximately 1.9 million full text articles – a 44% increase from FY 2002.

Figure 7.9

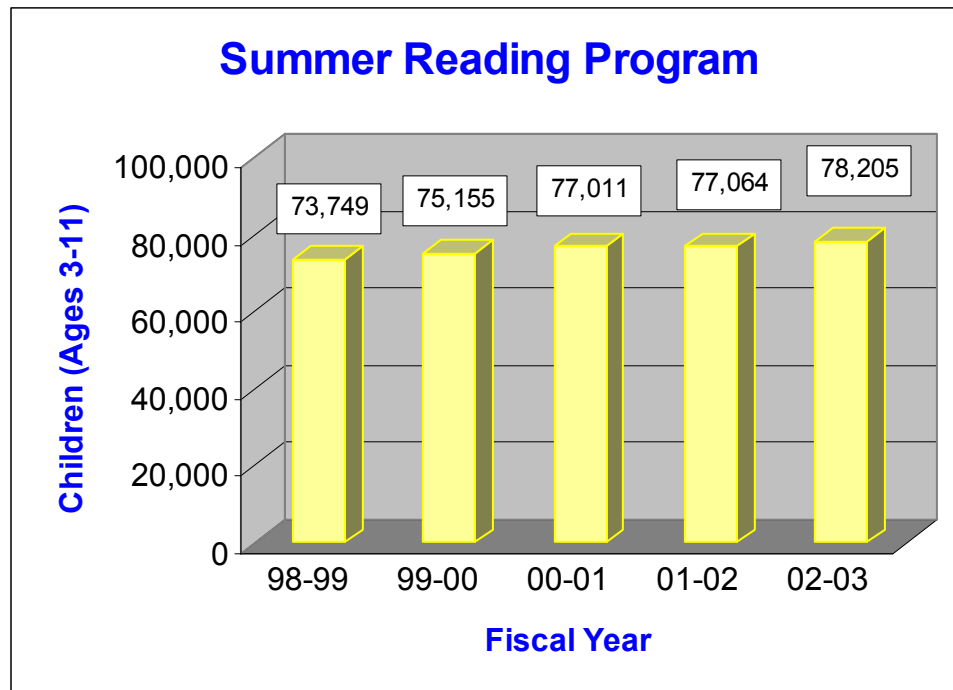


Note: The above data only reflects usage accessed through K-12 schools. However, children in the K-12 range also access DISCUS through public libraries as well as at home.



**Key Results:** Through the State Library's sponsorship of a statewide summer reading program, it is estimated that 78,205 of South Carolina's children were afforded the opportunity to maintain and improve their reading skills over the summer, thereby furthering the state's literacy initiative. This is a 1.5% increase from last year.

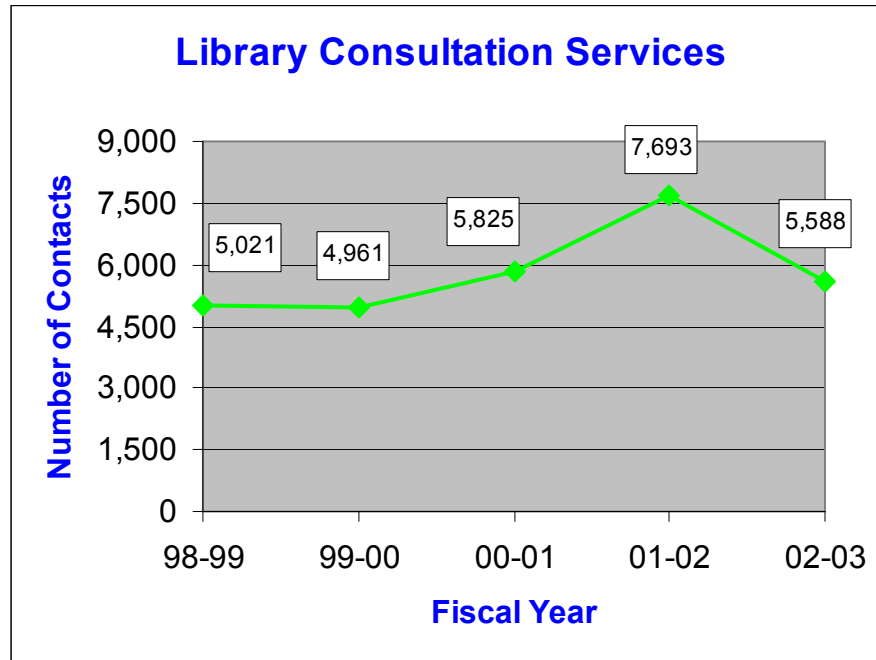
Figure 7.10



**Note:** FY 2003 data are based upon the average percentage change over the last three years. Actual data will not be available until October 2003.

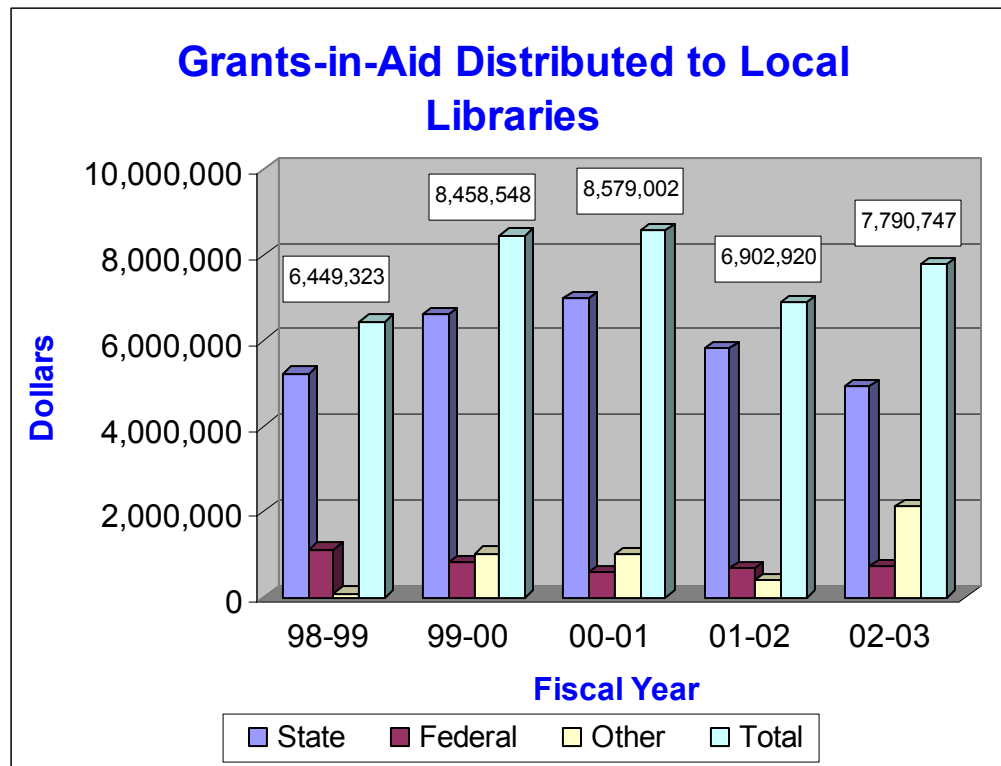
**Key Results:** Contacts (site visits, telecommunications, correspondence, etc.) made during FY 2003 to public, state, institutional and other libraries to support public library initiatives decreased by 27%--a direct result of insufficient funding to support consultation staffing needs.

Figure 7.11



**Key Results:** In administering a grants-in-aid program using general fund appropriation, Library Services and Technology Act funds, Capital Improvement Bond funds, and Education Lottery funds, the State Library administered and distributed to public libraries \$7,790,747, an increase of 13% from last fiscal year. This increase is largely attributed to public libraries receiving \$1.5 million from the FY 2003 Education Lottery Act. Funds were used to maintain and improve public library programs, services and facilities.

Figure 7.12



**Key Results:** In FY 2003, the number of training events decreased by 6% and the number of participants decreased by 15%. This decline was a direct result of the Gates training grant nearing final stages of completion. Even with the reduction in numbers, this training enhanced the skills of 2,310 employees of public libraries and state government agencies using library services.

Figure 7.13

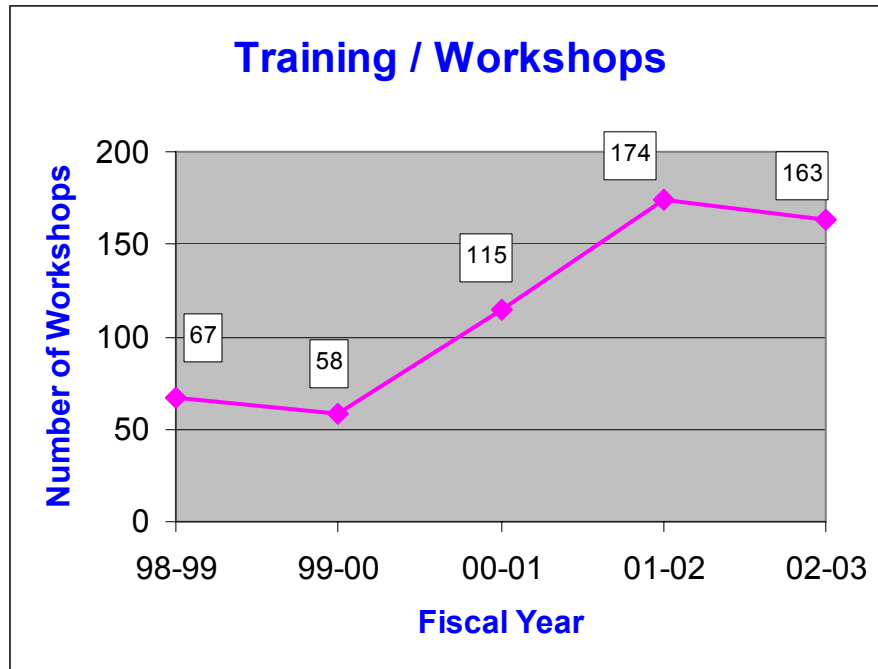
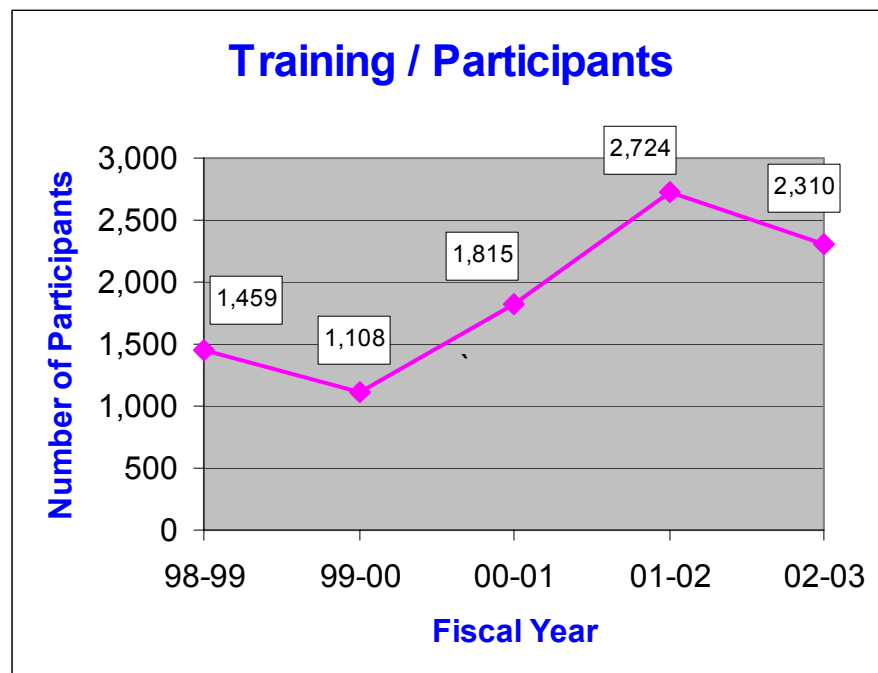
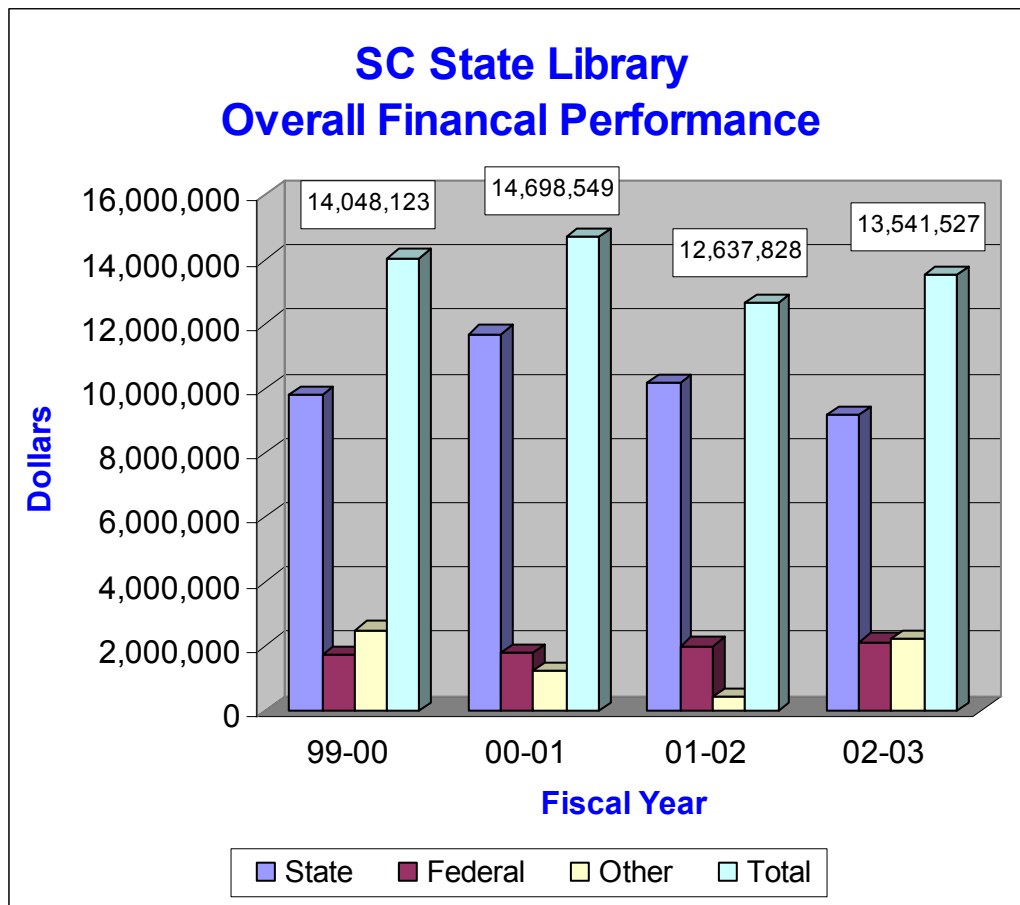


Figure 7.14



**Key Results:** Even after experiencing FY 03 drastic general fund interim budget reductions of more than \$700,000, the State Library's overall financial performance, particularly as it relates to the administration of funds for the benefit of local public libraries, remained sound. Total agency expenditures reached in excess of \$13.5 million—a 7% increase from FY 2002. This increase is largely attributed to the passage of the Education Lottery Act, for which the State Library received \$1.5 million for administration and distribution to public libraries. In total, public libraries directly received \$7.8 million—58% of agency expenditures—through state aid, federal grants, capital improvement bonds and the education lottery. Public libraries, K-12 school media centers and academic libraries received direct benefit from DISCUS-South Carolina's Virtual Library, a \$2 million program comprising 14% of agency expenditures.

Figure 7.15



| Expenditures | 99-00                | 00-01                | 01-02                | 02-03                |
|--------------|----------------------|----------------------|----------------------|----------------------|
| State        | \$ 9,808,044         | \$ 11,687,381        | \$ 10,172,268        | \$ 9,181,576         |
| Federal      | 1,730,748            | 1,794,563            | 2,013,735            | 2,138,960            |
| Other        | 2,509,331            | 1,216,605            | 451,824              | 2,220,991            |
| <b>Total</b> | <b>\$ 14,048,123</b> | <b>\$ 14,698,549</b> | <b>\$ 12,637,827</b> | <b>\$ 13,541,527</b> |

State expenditures for FY 2003 include general fund appropriation as well as \$1,633,000 transferred to the State Library through the K-12 Technology Committee for DISCUS.

Other expenditures for FY 2003 include capital improvement bond funds of \$642,179 and education lottery funds of \$1,500,000. These funds were authorized for public library programs and services.